

Cherbourg Aboriginal Shire  
Council

# Working Papers

For Council Meeting Held 21 & 22 June 2023

## Reports

1. Minutes (Unconfirmed)
2. Chief Executive Officer
3. Corporate Services
4. Economic & Community Development
5. Operations Department
6. Community Support

## 1. Minutes (Unconfirmed)

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# *MINUTES*

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*Cherbourg Aboriginal  
Shire Council*

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*Held 17 & 18 May 2023*

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MINUTES

COUNCIL MEETING

HELD 17 & 18 MAY 2023

Attendance

*Mayor Elvie Sandow*  
*Deputy Mayor Tom Langton*  
*Cr Fred Cobbo*  
*Cr Leighton Costello*

*Officers:        Acting Chief Executive Officer- Sean Nicholson*  
*Minute Taker - Eileen Jacobs*

*Meeting Commenced 9.30am*

*9.30am        Mayors Welcome*  
*Meeting Opening*

*Leave of Absence - Mayor Elvie Sandow*

*Resolution*

*Council resolves to grant a leave of absence to Mayor Elvie Sandow on Thursday 18 May 2023 because of cultural reasons.*

*Moved:        Cr Fred Cobbo*  
*Seconded:    Cr Leighton Costello*

*Motion No. 2335 Carried*  
*For Vote: Council Voted Unanimously*

Councillor Obligations

Prescribed Conflict of Interest

Nil

Declarable Conflict of Interest

Nil

Register of Interest

Nil

Confirmation of Minutes

Resolution

*Council resolves that the minutes of the Cherbourg Aboriginal Shire Council Meeting held On 19 & 20 April 2023 be adopted.*

*Moved: Deputy Mayor Tom Langton*

*Seconded: Cr Leighton Costello*

*Motion No. 2336 Carried  
For Vote: Council Voted Unanimously*

ACTING CEO REPORT

*Verbal*

- Road Tech is currently doing roadworks around the community
- Corporate Services Manager will commence back at work 3 hrs per day
- TWG – consider restructuring
- New appointee at Joinery
- Tenant Letters
- Can Collection Days

9.42am      *Cr Bronwyn Murray entered meeting*

### ECONOMIC & COMMUNITY DEVELOPMENT

*The Economic & Community Development Report was tabled.*

#### Report Approval

*Council resolves that the Economic and Community Development Report be adopted.*

*Moved: Cr Fred Cobbo  
Seconded: Cr Leighton Costello*

*Motion No. 2337 Carried  
For Vote: Council Voted Unanimously*

### CORPORATE SERVICES REPORT

*The Corporate Services Report was Tabled*

#### Report Approval

*Council resolves that the Corporate Services Report be adopted.*

*Moved: Deputy Mayor Tom Langton  
Seconded: Cr Bronwyn Murray*

*Motion No. 2338 Carried  
For Vote: Council Voted Unanimously*

### FINANCE REPORT

*The Finance Report was Tabled*

*Council resolves that the Finance Report be adopted.*

*Moved: Deputy Mayor Tom Langton  
Seconded: Cr Bronwyn Murray*

*Motion No. 2339 Carried  
For Vote: Council Voted Unanimously*

### OPERATIONS DEPT REPORT

*The Operations Dept Report was tabled.*

#### Report Approval

*Council resolves that the Operations Dept Report be adopted.*

*Moved: Cr Fred Cobbo*

*Seconded: Deputy Mayor Tom Langton*

*Motion No. 2340 Carried*

*For Vote: Council Voted Unanimously*

### COMMUNITY SERVICES REPORT

*The Community Services Report was tabled.*

#### Report Approval

*Council resolves that the Community Services Report be adopted.*

*Moved: Deputy Mayor Tom Langton*

*Seconded: Cr Leighton Costello*

*Motion No. 2341 Carried*

*For Vote: Council Voted Unanimously*

### CORRESPONDENCE

#### Malcolm Heighway

*Training Programs and courses for sustainability and good grounding of horticulture principals and practices.*

#### Evaness Hollingworth

*Providing functions of the ATSI Housing management Team.*



Proposed Funding for Cherbourg Capital Programs

*In relation to the proposed funding for Cherbourg Capital Programs it is recommended that council endorse to proceed with the following programs.*

*Under the Interim Capital Program from council's allocation of \$2,352,941.00 has been paid to QBuild to prepare the designs of six houses and to advertise and assess the first round of tenders for the construction of 6 detached houses that resulted in the tender submission being well above the amount of funding available to Council through the Interim Remote Capital Program.*

*The remaining budget of \$2,293,288.00 is proposed to pay for the 1<sup>st</sup> package of houses that will be retendered by QBuild, including project management and all associated fees and charges associated with the delivery of the works-*

- 3 Builgi Street – 1x2B DH – gold standard*
- 13 Bulgi Street – 1x3B DH – gold standard*
- 1 Cobbo Street – 1x4B DH - gold standard*

*An additional \$3 million of funding that is notionally allocated to Council is proposed to be reallocated from land & Infrastructure to Construction, to pay for the 2<sup>nd</sup> package of 3 houses that will be retendered by QBuild, including project management and all associated fees and charges associated with the deliver of the Works, with any savings to be used towards future planning of a new subdivision. –*

- 19 Bell Street – 1 x 3B DH gold standard*
- 13 Barber Street – 1x 3B DH – gold standard*
- 1 Alan Douglas Ave – 1x2b DH – platinum standard*

*Under the Forward Remote Capital Program the budget of \$419,891.00 is proposed to be used to pay for the Works, as submitted by Council in their revised Housing Investment Plan.*

- 2-4 Alan Douglas Ave – Redevelop old jail site and construct 3x2B DH – platinum standard*
- 25 Broadway Street – 2x3B DH – gold standard*
- 3 Fisher Street – 2x3B DH - gold standard*

Proposed Funding for Cherbourg Capital Programs

*Council Resolution*

*Council resolves that in relation to the issue of advancing community housing for the Cherbourg community that Council endorses the proposal to utilise its allocated funds to deliver*

*1. Interim Remote Capital Program funding of \$2,293,288.00*

- 3 Builgi Street - 1x2B DH - gold standard*
- 13 Bulgi Street - 1x3B DH - gold standard*
- 1 Cobbo Street - 1x4B DH - gold standard*

*2. Land and Infrastructure to Construction of \$3,000,000.00*

- 19 Bell Street - 1 x 3B DH gold standard*
- 13 Barber Street - 1x 3B DH - gold standard*
- 1 Alan Douglas Ave - 1x2b DH - platinum standard*

*3. Forward Remote Capital Program of \$3,419,891.00*

- 2-4 Alan Douglas Ave - Redevelop old jail site and construct 3x2B DH - platinum standard*
- 25 Broadway Street - 2x3B DH - gold standard*
- 3 Fisher Street - 2x3B DH - gold standard*

*Moved: Cr Fred Cobbo*

*Seconded: Cr Bronwyn Murray*

*Motion No. 2342 Carried  
For Vote: Council Voted Unanimously*

Andrew Horn

*DATSIP Department Update*

International Legends of League

*Request for sponsorship of \$9000.*

*Council to discuss further.*

Preston Law

Lease - Cherbourg Aboriginal Shire Council to Dameglio

Council to discuss further.

12.00pm        TEAMS – Farm Review Report (Brett De Chastel & David Thomas )

Brett De Chastel and David Thomas presented the Farm Review Report.

12.30pm        TEAMS – Farm Review Report Ended

Resolution

Council resolves to Receive and Note the Farm Review Report.

Moved:        Cr Bronwyn Murray

Seconded:    Cr Leighton Costello

Motion No. 2343 Carried  
For Vote: Council Voted Unanimously

Meeting Close

Mayor Elvie Sandow called for the council meeting held on 17 May 2023 to be closed at. 12.37pm

Resolution

Council resolves that the Council Meeting held on 17 May 2023 be closed at 12.37pm.

Moved:        Cr Fred Cobbo

Seconded:    Cr Leighton Costello

Motion No. 2344 Carried  
For Vote: Council Voted Unanimously

MINUTES

COUNCIL MEETING

HELD 18 MAY 2023

Attendance

Deputy Mayor Tom Langton  
Cr Fred Cobbo  
Cr Leighton Costello  
Cr Bronwyn Murray

Apologies: Mayor Elvie Sandow

Officers: Acting Chief Executive Officer- Sean Nicholson  
Minute Taker - Eileen Jacobs

Meeting Commenced 9.32am

9.30am Deputy Mayor Tom Langton Chaired Meeting  
Deputy Mayors Welcome

9.32am TEAMS Opened - Palladium Team  
- Baxter Blonk  
- Fiona Gaske  
- Peter Van Esseveld

The Palladium Team provided an update of the Cherbourg MCC Business Case. Currently conducting consultations with Council and community. Also seeking any further feedback on functional needs and priorities for the building. Next stage is the design model. Will present to council in early June.

10.01am TEAMS Ended - Palladium Team  
- Baxter Blonk  
- Fiona Gaske  
- Peter Van Esseveld



10.01am TEAMS Opened - Youth Justice Team  
- Sharon Miller  
- Anna V. Hales

*Sharon gave an update on the young offenders programs – an engagement program will be undertaken to consult with council and community. Hope to have contract in place in early June. Youth Justice and the children's shelter were also discussed.*

10.01am TEAMS Closed - Youth Justice Team  
- Sharon Miller  
- Anna V. Hales

11.00am TEAMS Opened - Evaness Hollingsworth (ATSI Housing)

*Evaness is the Acting Manager - Delivery Property Service. He provided a brief overview of the services that his department provides.*

11.25am TEAMS Closed - Evaness Hollingsworth (ATSI Housing)

### Meeting Closure

*Deputy Mayor Tom Langton called for meeting to be closed.*

### Resolution

*Council resolves that the Council Meeting held on 18 May 2023 be closed at 11.45am*

*Moved:* Cr Bronwyn Murray  
*Seconded:* Cr Leighton Costello

*Motion No. 2345 Carried*  
*For Vote: Council Voted Unanimously*

## 2. Chief Executive Officer

➤ **1. Cherbourg: ILUA resolution:**

There has been long delay on our ILUA process with PBC, Given the process cost significant dollars to our council from lawyers, We should hold the ILUA process until we get some principal agreement from PBC.

Cherbourg Aboriginal Shire Council will recommence the ILUA negotiations on the basis that the PBC Board accepts an annualised compensation payment and provides automatic consents for all Council future acts done within the ILUA area. Council will also accept and fund any cultural heritage process such as cultural surveys and monitoring which may be necessary for activities where cultural heritage may be relevant or where there is a risk that cultural heritage may be harmed by the doing of activities.

**Recommendation regarding Cherbourg ILUA resolution:**

Council will require the written in principle consent of the PBC board accepting the proposal set forth to continue the ILUA negotiations”.

**2. Audit and Risk Committee**

The regular meeting of the Council's audit and risk committee was held on Tuesday, 23 May 2023. A copy of the minutes of the audit and risk committee are attached the information of Council. Key issues for the

Council to note in relation to the audit and risk committee are as follows:-

- The first internal audit has been completed – Council's management of our community housing. This matter is dealt with separately in my CEO report.
- Our external audit is on track. An independent report has been prepared to index the value of our various assets (roads, drainage, housing etc) which is part of the preparation for the 2023/24 financial statements.
- As part of the process of the Audit and Risk Committee, our Council Advisor has identified that Council did not have in place a fraud policy or fraud prevention framework. This is a requirement for a Council and the audit and risk committee has reviewed those proposed documents and referred them to the Council for adoption. This is dealt with separately in my CEO report.
- Further, it should be noted that the Council Advisor will undertake a systematic review of statutory requirements under the Local Government Act to ensure that our Council is in compliance. That review will be reported back to the next meeting of the audit and risk committee which is in early October.

### Recommendation

That the Council receive and note the minutes of the audit and risk committee held on 23 May 2023 and note the contents thereof.



### **3. New fraud policy and new fraud prevention framework**

A Council is required to have a fraud policy and it is best practice to also have a fraud prevention framework. These are, together, designed to reduce the risk of fraud occurring within a Council.

As part of our audit and risk committee processes, it was identified that our Council did not have these documents in place as yet. Our Council Advisor has prepared appropriate documents which are based on precedents from Hope Vale Aboriginal Shire Council. These documents have been reviewed by the audit and risk committee and referred to the Council for adoption.

The audit and risk committee also noted that a fraud policy and fraud prevention framework won't automatically prevent fraud but rather, needs to be supported by a good staff training program so that staff are aware of their obligations. This can often be incorporated as part of our annual training program for staff, particularly in relation to the staff code of conduct.

Our Council should have a fraud policy and fraud prevention framework and draft documents are provided to Council for adoption.

Further, it was noted by the audit risk committee that it would be appropriate to undertake an audit of our Council's compliance with the requirements under the Local Government Act. This should assist in identifying any other potential gaps in our policy framework to ensure compliance with key legislation. The audit and risk committee has asked the Council Advisor to undertake this review and report back to the next meeting of the audit and risk committee which will be held in early

October. Further policies may come forward to Council for adoption after that time if there are any other gaps in our compliance.

### Recommendation

That in relation to Cherbourg Aboriginal Shire Council's compliance with a range of statutory policies, the Council:-

- A. Note that an audit will be undertaken by the Council Advisor on the level of compliance by Council with the key statutory requirements under the Local Government Act and that a report will be provided to the next Audit and Risk Committee on the outcome of that review;
- B. Adopt the Fraud Policy and Fraud Prevention Framework as attached to the CEO's report to Council; and
- C. Request the CEO to consider the incorporation of training for staff on the Council's Code of Conduct and related policies into the Council's annual training program so that knowledge of important policies and procedures are understood by staff.

#### **4. Internal audit of Council's management of community housing**

As Council would recall, the audit and risk committee selected Council's management of our community housing as its first area for audit. This reflected the level of risk for this activity and our historic difficulties in managing rent recovery. The internal audit was undertaken from February to April 2023 by Mr Ziggy Kapera. Mr Kapera is an internal auditor at the Sunshine Coast Regional Council and that Council has donated his time for this and future audits. His report was presented to the audit and risk committee on 23 May 2023. A copy of his report and best practice learnings are attached to this CEO report.



Key outcomes of that report noted by the audit and risk committee are as follows:-

- This is the first internal audit ever undertaken at our Council. There may be opportunities to learn from the process and improve for the future.
- Mr Kapera advised that it was clear that improvements in internal processes for management of our community housing are already underway both prior to and since the commencement of the audit.
- The Best Practice learnings provide a good one page summary of the issues.
- The audit and risk committee noted that this report represented “a line in the sand” recognising that there had been some poor past management practices resulting in the need for the Council to write off historic housing debt (i.e.. debt over 6 years old) but that the focus is on ensuring that we manage future housing issues better by following due process as outlined in the internal audit report.
- The committee thanked Mr Kapera and the Sunshine Coast Council for their support with this pro bono audit and expressed their appreciation for Mr Kapera’s dedication in following through the report’s finalisation while on annual leave.

Our Manager of Corporate Services is working with his team to implement the various recommendations of the internal audit. The audit and risk committee has requested an update at its next meeting on progress for implementing the recommendations.

The most important issue for Council to be aware of is that the audit has identified that a significant amount of the outstanding rental debt is over 6 years old. Under the provisions of the Limitations of Actions Act, any person (not just a Council) cannot take legal action to recover a debt that is more than 6 years old. This means that for Council, any of the rental owing that is more than 6 years old will need to be written off as there is no legal power to recover that debt (ie. there is no power to take court action to recover that money owing.) There is quite a bit of work to do to determine exactly how much needs to be written off and for which rental accounts. However, I want to alert the Council that the amount to be written off is likely to be between \$500k and \$1M. This highlights how old some of the issues have been in terms of poor management of our community housing. As previously advised to Council, this internal audit represents an opportunity to draw a line in the sand and improve things going forward. That is already happening with improved management processes.

### Recommendation

That in relation to the recently completed internal audit of Council's community housing function, the Council:-

- A. note the report on the review of Council's management of community housing;
- B. request the CEO to write to the Sunshine Coast Regional Council and thank them for their ongoing pro bono support for our audit function and in particular, the support provided by Mr Ziggy Kapera; and



C. request the CEO to report back to a future Council meeting providing details of historic charges that need to be written off in accordance with the Limitation of Actions Act.

## **5. Community Safety Plan :**

A safety plan is a document that allow us to plan to avoid or prevent dangerous situations. A safety plan identifies how to react when a dangerous situation occurs and can be used in several areas of life from family and domestic violence, waste management, clean water and environment, crime, social and emotional wellbeing, COVID-19, mental health, suicide prevention through to public safety.

I have attached the Draft safety plan for council reading and make the decision to adopt the plan.

## **Recommendation**

That in relation to the recent discussion with DG:-

- A. We endorse this Community Safety plan to attack the additional funding to close gaps identifies in this plan.
- B. We can create local jobs and also community lead programs from funds attached to safety plans.



Chatur Zala

Chief Executive Officer

## Workplace Health & Safety – May 2023

### Activities

- Ongoing SMS management
- Updated records including vehicle checks, toolbox talks, training matrix and CAR
- Completed April monthly report for MRF and WHS
- Monthly emergency equipment checks completed
- Hazard inspections completed
- May and June Toolbox Topic compiled and distributed – Working in Cold Weather and The 4Imps
- SDS updates
- Edition 31 Mar – Apr of Safety Spotlight Newsletter compiled and distributed
- Six monthly fire appliance checks completed by Chubb
- Find provider and obtain quote for risk assessment for WTP chlorine dosing facility
- Conduct risk assessment at new Yarraman 24/7 container drop off point
- In conjunction with Adam Stevenson, developed 23-24 WHS Plan. Ready to be presented to SLT
- Research new emergency alarms as current pump air horns are unreliable

### Recommendations/Resolution Required

- Asbestos register – quote provided
- Equipment noise audit required – quote provided

### Incidents/ Alerts

- 2 Incidents reported
  - 09/05 – claim a work student at florist was abused by a YAG girl
  - 29/05 – employee fell/tripped resulting in him hitting his head. Admitted to hospital with head injury - LTI
- 0 Hazards reported
- 2 Safety Alerts communicated
  - 02/05 – New Code of Practice info to SLT
  - 03/05 – WHSAlert: WHS Q1 Review to SLT
  - 31/05 – WorkSafe Qld: Spate of tractor of incidents

### Training

- First Response training 23/05 x 2 sessions – only 4 people attended in total
- Fire warden training 25/05- 5 attendees

### Next Month

Present 23-24 WHS Plan to SLT

# Minutes - Audit and Risk Committee

## Cherbourg Aboriginal Shire Council

Tuesday 23 May 2023

Cherbourg Council Chambers and Online via Teams

The meeting opened at 2pm.

### Attendees

#### Audit and Risk Committee Members

Mark Pitt – Independent member

Deputy Mayor Tom Langton

Cr Fred Cobbo (proxy for Mayor Elvie Sandow)

#### Council Observers

Sam Murray – Manager of Corporate Services

Sean Nicholson – Manager of Economic and Community Development and Acting CEO

Dol Ranabaht – Accountant

Brett de Chastel – Council Advisor

#### Auditors

Erin Neville-Stanley – Partner KPMG and Ryan Lindwall KPMG (via Teams)

Jessica Rossouw – Queensland Audit Office (via Teams)

Ziggy Kapera – Pro Bono Internal Audit from Sunshine Coast Regional Council

**Apologies** - Scott Mead – Chairperson and Independent member, Mayor Elvie Sandow and CEO Zala Chatur.



### **1. Meeting Opening and Welcome.**

The Chairperson Scott Mead was an apology for the meeting due to annual leave. In his absence, the second independent member (Mr Mark Pitt) chaired the meeting. Mayor Elvie Sandow was also an apology for the meeting and Cr Fred Cobbo attended as her proxy. It was noted that a quorum was in attendance in accordance with the Audit and Risk Committee Charter.

The Acting Chairperson welcomed everyone to the second meeting of the Council's Audit and Risk Committee for 2023.

### **2. Minutes of the previous meeting**

The minutes of the meeting held on 27 February 2023 were noted.

**Moved:** Deputy Mayor Tom Langton

**Seconded:** Mark Pitt

*That the minutes of the Audit and Risk Committee meeting held on 27 February 2023 be adopted as true and correct.*

**Carried unanimously.**

### **3. Matters arising from previous Minutes**

- Brett advised that there were no outstanding issues from the previous meeting.
- No other issues were identified for further consideration.

### **4. External Audit Update including the QAO update**

Erin from KPMG presented the update from the external auditors on progress with the current audit. At this stage, everything is on track. In relation to the issues identified in prior year audits, the A&R Committee was advised as follows:-

- A. Requirement for a Council to have an internal audit function – this has been completed;
- B. Requirement for a grant register to account for Grant Revenue – this needs to be reviewed as part of the upcoming audit process but appears to be ok;
- C. Provision for Landfill restoration. This is due to be completed by 30 June and Dol advised that a report will be finished by 31 May. The Auditors will check this as part of their audit process this year.

Jessica from the QAO also provided an update of reports they are undertaking which will be of interest to Council. This includes 3 recent reports tabled in parliament – none of which directly affected local government.

**Moved:** Deputy Mayor Tom Langton

**Seconded:** Cr Fred Cobbo

*That the update from the External Auditors and the Queensland Audit Office be noted.*

**Carried unanimously**

## **5. Update on Valuation process for 2022/23**

Dol provided an update for the committee on the asset valuation process undertaken for 2022/23 and the report by AssetVal dated 31 March 2023. It was noted that a comprehensive revaluation was undertaken for the 2021/22 financial year for all of the Council's different asset classes so an indexing approach is being undertaken this year.

The report from AssetVal sets out their methodology and desktop indexation that has been determined for this financial year.

The Committee noted the proposed approach to asset valuations for the 2022/23 financial year. Dol also noted that the current valuation report uses indexes from 31 December and he has asked the Valuers to update these to 31 March 2023.

**Moved:** Mark Pitt

**Seconded:** Deputy Mayor Tom Langton

*That the Audit and Risk Committee note the report AssetVal on the indexing of the Council's asset classes and further note that the report will be updated with indexing to 31 March 2023 and provided to our Auditors.*

**Carried unanimously**

## **6. Proposed Shell financial statements**

The Committee reviewed Council's proposed shell financial statements as presented by Dol. There was relatively little change from 2021/22 in terms of the layout of our financial statements as there has been no change in the accounting standards.

It was noted that the template currently includes reference to the issue of Covid19 and that many other Councils are now removing that since the pandemic risk has diminished. The Committee agreed to remove that the reference to Covid19.

**Moved:** Deputy Mayor Tom Langton

**Seconded:** Cr Fred Cobbo

*That the proposed shell statement for the 2022/23 Council financial statements be noted and referred to the Auditors subject to the removal of the historical note on Covid19.*

**Carried unanimously**

## **7. Internal Audit Report – Review of Housing**

Council's pro bono internal auditor Ziggy Kapera presented his report on the review of Council's housing management which focused on housing allocations and rent management. There were a significant number of issues that were identified as well as opportunities for improvement.

The following matters were noted as part of the internal audit report:-

- This is the first internal audit ever undertaken at our Council. There may be opportunities to learn from the process and improve for the future.
- Brett advised the committee that he wrote the management responses on behalf of the Council on the basis that Sam was away on sick leave but the comments reflected Council's position based on previous feedback.
- Ziggy advised that it was clear that improvements in internal processes are already underway both prior to and since the commencement of the audit.
- The committee went through the Best Practice learnings and provided positive feedback on the presentation of that one page summary.
- Acting Chairperson Mark sought advice about how management will close out the recommendations and suggested that the committee should monitor follow-up in terms of the recommendations with regular reports.
- The committee noted that this report represented "a line in the sand" recognising that there had been some poor past management practices resulting in the need for the Council to write off historic housing debt (over 6 years old) but that the focus is on ensuring that we manage future housing issues better by following due process as outlined in the internal audit report.
- The committee thanked Ziggy and the Sunshine Coast Council for their support with this pro bono audit and expressed their appreciation for Ziggy's dedication in following through the report's finalisation while on annual leave.

**Moved:** Mark Pitt

**Seconded:** Deputy Mayor Tom Langton

*That the internal audit report on management of community housing be noted and:-*

- A. The report be referred to the Council for its consideration; and*
- B. Management be requested to report to the next Audit and Risk Committee with a detailed implementation action plan and provide an update on progress with implementation of the recommendations.*

**Carried unanimously**



#### **8. Six monthly review of Council's Strategic Risk Register**

It was noted that the register had not been updated since the last time the Audit and Committee reviewed the document. This was due to the absence of some key senior staff. Management will undertake a review before the next meeting of the A&R Committee.

It was agreed to defer this to the next meeting of the Audit and Risk Committee.

#### **9. Structured review of Council's policies and Fraud Policy / Fraud Prevention Framework**

The Council Advisor was scheduled to report to the Audit and Risk Committee on the Council's Fraud Prevention Policy in accordance with the A&R Committee annual timetable. In doing so, it was found that the Council did not have such a policy in place.

This has triggered consideration of what other statutory-type policies the Council may be missing and it is proposed to commence looking at the level of compliance with policies required under the Local Government Act. A useful template for this review was considered by the Committee.

The Council Advisor has volunteered to undertake that review at no cost to the Council.

The Committee also considered the draft Fraud Policy and Fraud Prevention Framework that was prepared based on the precedent from Hope Vale Council. This was reviewed by the A&R Committee and no suggestions were made for changes or improvements. It was also noted that policies such as this needed to be supported by training.

**Moved:** Cr Fred Cobbo

**Seconded:** Deputy Mayor Tom Langton

*That in relation to Cherbourg Aboriginal Shire Council's compliance with a range of statutory policies, the Audit and Risk Committee:-*

*A. Note that an audit will be undertaken by the Council Advisor on the level of compliance by Council with the key statutory requirements under the Local Government Act and that a report will be provided to the next Audit and Risk Committee on the outcome of that review;*

*B. Refer the Fraud Policy and Fraud Prevention Framework to the Council for adoption; and*

*C. Request the CEO to consider the incorporation of training for staff on the Council's Code of Conduct and related policies into the Council's annual training program so that knowledge of important policies and procedures are understood by staff.*

**Carried unanimously**

## **10. Acting CEO Update**

Sean provided an update as acting CEO. The key issues were:

- Quite a few key staff have been away, but the organisation has managed well.
- Preparations are well advanced for the 2023/24 budget.
- There has been good work done around the town with upgrades to roads, installation of bollards etc.

## **11. General Business and agenda for next meeting**

The next meeting is scheduled for Friday 6 October at 10am. In addition to the scheduled matters for that meeting, we will include the following:-

- 6 monthly review of strategic risk register (deferred from this meeting)
- report by the Council Advisor on Council's compliance with Local Government Act policies
- update on progress with the implementation of the internal audit on Council's management of community housing.

There was no other general business.

**Meeting closed at 3.05 pm.**





## AUTHORITY

Local Government Act 2009

### 1. Policy Objective

This policy is designed to inform all Council officers of Council's position regarding fraud and corruption and the consequences of failing to comply with the provisions of the policy.

This policy applies to all facets of Council's operations, including administration, service delivery and performance. The policy also applies to all officers, employees, elected representatives, consultants and contractors engaged by Council regardless of whether they are permanent, temporary, full-time, part-time or casual employees.

The Council will develop and maintain a Fraud and Corruption Prevention Framework.

### 2. DEFINITION

To assist in interpretation, the following definitions shall apply: -

Under the *Crime and Corruption Act 2001*, **corrupt conduct ("Type A")** means conduct of a person, regardless of whether the person holds or held an appointment, that—

- (a) adversely affects, or could adversely affect, directly or indirectly, the performance of functions or the exercise of powers of—
  - (i) a unit of public administration; or
  - (ii) a person holding an appointment; and
- (b) results, or could result, directly or indirectly, in the performance of functions or the exercise of powers mentioned in paragraph (a) in a way that—
  - (i) is not honest or is not impartial; or
  - (ii) involves a breach of the trust placed in a person holding an appointment, either knowingly or recklessly; or
  - (iii) involves a misuse of information or material acquired in or in connection with the performance of functions or the exercise of powers of a person holding an appointment; and
- (c) would, if proved, be—
  - (i) a criminal offence; or
  - (ii) a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were the holder of an appointment.

**Corrupt conduct ("Type B")** also means conduct of a person, regardless of whether the person holds or held an appointment, that—

- (a) impairs, or could impair, public confidence in public administration; and
- (b) involves, or could involve, any of the following—

- (i) collusive tendering;
- (ii) fraud relating to an application for a licence, permit or other authority under an Act with a purpose or object of any of the following (however described)—
  - (A) protecting health or safety of persons;
  - (B) protecting the environment;
  - (C) protecting or managing the use of the State's natural, cultural, mining or energy resources;
- (iii) dishonestly obtaining, or helping someone to dishonestly obtain, a benefit from the payment or application of public funds or the disposition of State assets;
- (iv) evading a State tax, levy or duty or otherwise fraudulently causing a loss of State revenue;
- (v) fraudulently obtaining or retaining an appointment; and
- (c) would, if proved, be—
  - (i) a criminal offence; or
  - (ii) a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were the holder of an appointment.

**Fraud:** - Is deliberate deception to facilitate or conceal the misappropriation of assets or the taking of unlawful advantage or benefit.

Fraud may include:-

- Theft
- Obtaining property, a financial advantage or any other benefit by deception;
- Causing a loss or avoiding or creating a liability by deception;
- Knowingly providing false or misleading information to council or failing to provide information where there is an obligation to do so;
- A breach of trust in the performance of official duties, by which, an employee or Councillor acts contrary to the interest of the council in order to achieve some personal gain or advantage for themselves or for another person or entity;
- Using forged or falsified documents for an improper purpose;
- Deliberate misstatement of accounting information for an improper purpose.

### 3. POLICY PROVISIONS

#### 3.1 RESPONSIBILITY

Cherbourg Aboriginal Shire Council is committed to the control and elimination of all forms of fraud and corruption and the creation of an ethical environment and culture that discourages and prevents fraud.

Everyone acting for or on behalf of the Council is responsible for the prevention and detection of fraud and corruption and must comply with the Council's Fraud and Corruption Prevention Framework.

Everyone acting for or on behalf of the Council must act with integrity at all times.

All allegations and suspicions of fraud or corruption will receive attention and will be dealt with appropriately – including by criminal, disciplinary or administrative mechanisms suitable to the particular case.

### 3.2 RISK ASSESSMENT

Council will undertake a fraud and corruption risk assessment at least every two years. After each review, Council will update its Fraud and Corruption Prevention Framework.

### 3.3 INTERNAL CONTROLS

Council will maintain an internal control structure to minimise exposure to fraud and corruption. The primary mechanism for this control will be the Council's established internal controls, operating in conjunction with established audit and financial management practices.

### 3.4 REPORTING

Staff must report any concerns or suspicions that they have about fraudulent or corrupt activity to their immediate Supervisor. If the staff member believes that the supervisor may be involved in the activity, then the report must be made to a more senior person.

Concerns and suspicions must be reported as soon as possible. An employee must not attempt to investigate matters further by themselves.

The Council must ensure that any report of suspicious fraud or corruption is treated confidentially to the fullest extent under the law.

### 3.5 EXTERNAL REPORTING

By law, all allegations of corrupt conduct, which includes allegations of fraudulent or corrupt conduct, must be reported to the Crime and Corruption Commission (CCC) by the Chief Executive Officer (CEO) or other person appointed by the Chief Executive Officer.

The CEO must ensure that reports of fraudulent or corrupt conduct are made to the Queensland Audit Officer and the Minister for Local Government as appropriate.

### 3.6 KEEPING OF RECORDS

The CEO must ensure that written records are kept of alleged and proven fraud related losses.

### 3.7 PUBLIC INTEREST DISCLOSURE

The Council acknowledges that under the *Public Interest Disclosure Act 2010*, it has obligations to any person who makes a public interest disclosure. Those obligations may extend to a person who discloses fraud or corruption.

### 3.8 INVESTIGATIONS

There is a particular process that must be followed when investigating allegations of fraudulent or corrupt conduct. Staff members must not commence or pursue investigations unless authorised by the Chief Executive Officer. The Council recognises

that the CEO also has statutory obligations to report to the Crime and Corruption Commission and nothing in this policy can be taken as impinging upon the CEO's statutory obligations.

#### **4. ASSOCIATED POLICIES**

- Code of Conduct for Councillors
- Code of Conduct for Staff

#### **5. POLICY REVIEW**

This policy will be reviewed every 2 years or when any of the following occur:

- Related legislation is amended or replaced.
- Other circumstances as determined from time to time by the CEO.

Adopted by Council on \_\_\_\_\_

# CHERBOURG ABORIGINAL SHIRE COUNCIL

## Fraud and Corruption Prevention Framework



### Scope and Purpose

This guideline is the strategic Fraud and Corruption Prevention Framework for Cherbourg Aboriginal Shire Council (CASC or Council) that:

- defines management and staff responsibilities and
- ensures the implementation of robust practices for the effective detection, investigation and prevention of fraud and corruption of any description within CASC.

The guideline is designed to inform all Council officers of Council's position regarding fraud and corruption and the consequences of failing to comply with the provisions of the Fraud and Corruption Policy.

Fraud and corruption control is a shared responsibility of all members of Council. The framework and policy apply to all officers, employees, elected representatives, consultants and contractors engaged by Council regardless of whether they are permanent, temporary, full-time, part-time or casual employees or otherwise associated in a significant way with CASC and its operations.

### Introduction

Fraud and corruption strike at the heart of an organisation through the betrayal of trust. The betrayal of trust is of special concern to CASC given its scope of responsibilities, daily interaction with stakeholders and accountability to the public.

This concern applies not only to potential financial losses, but also to intangible effects. Damage to Council's credibility and the potential loss of public confidence may far exceed any likely financial or material loss. Work groups can be severely disrupted during investigations, resulting in lowered morale and reduced productivity and performance.

These factors underpin CASC's zero tolerance approach, with the desired outcome being the prevention of all fraud and corruption related incidents.

Management of the risks associated with financial and physical resources forms only part of the total ambit of CASC's fraud and corruption control agenda. At the heart of Council's operations lies the effective and secure management of information resources involving interaction with a wide range of information systems and a multitude of external bodies including contractors, service providers, other agencies and the community.

In all these endeavours, CASC's management processes will be such that the application of information is always legitimate, objective and impartial in serving the public interest. CASC's control strategy at all times will ensure the protection of public property, information, revenue, expenditure and rights of other entities and individuals.

Council's Fraud and Corruption Prevention Framework seeks to minimise the opportunities for fraud and corruption by the implementation of cost effective measures that enhance the integrity and effectiveness of all CASC operations, thereby forming an integral part of CASC's overall risk management strategy.

## Policy Statement

The Fraud and Corruption Policy sets out Council's commitment to fraud and corruption prevention. Council is committed to the prevention of fraud and corruption and seeks to promote a strong culture of corporate governance to detect, investigate and take appropriate action in cases of suspected or proven fraud.

## Definitions

The following definitions are provided to assist in the use of a common terminology.

**Agency** – A corporation, government agency, not-for-profit organisation or other body in business activity or transacting with other agencies in a business-like setting.

Under the *Crime and Corruption Act 2001*, there are two types of corrupt conduct.

**"Type A"** corrupt conduct involves conduct that affects, or could affect, a public officer (an employee of a public sector agency) so that the performance of their functions or the exercise of their powers:

- is not honest or impartial, or
- knowingly or recklessly breaches public trust, or
- involves the misuse of agency-related information or material.

Common examples of Type A corrupt conduct include fraud and theft, extortion, unauthorised release of information, obtaining or offering a secret commission and nepotism.

**"Type B"** corrupt conduct involves specific types of conduct that impairs, or could impair, public confidence in public administration. This may include:

- collusive tendering, or
- fraud relating to an application for a licence, permit or other authority relating to public health or safety; the environment; or the State's natural, cultural, mining or energy resources, or
- dishonestly obtaining public funds or State assets, or
- evading a State tax, levy or duty or fraudulently causing a loss of State revenue, or
- fraudulently obtaining or retaining an appointment.

Both Type A and Type B corrupt conduct must be either a criminal offence or serious enough to warrant dismissal.

**Maladministration** – An administrative action that is unlawful, arbitrary, unjust, oppressive, improperly discriminatory or taken for an improper purpose; or a waste of public funds.

**Fraud and Corruption Prevention Framework** – A document summarising an agency's anti-fraud and anti-corruption strategies.

**Fraud and Corruption Risk Assessment** – The application of risk management principles and techniques in assessing the risk of fraud and corruption within an agency and its business processes.

**Risk** – The chance of an event that will have a positive or negative impact upon the desired objectives. It is measured in terms of likelihood and consequences.

**Enterprise Risk Management** – The structured approach of aligning strategy, processes, people, technology and knowledge with the purpose of identifying, evaluating, treating, monitoring and communicating risk associated with an activity, function or process in a way that will enable organisations to minimise potential losses and maximise positive outcomes.

The following actions are examples of fraud and corrupt conduct in the context of CASC.

Fraud includes:-

- evasion of payments owing to Council;
- false invoicing;
- obtaining a deceit, benefits to which the recipient is not entitled such as improper reimbursements of expenses or travel allowances;
- charging for goods or services not delivered or only part delivered;
- false timesheet claims or misrepresenting time and work commitments;
- theft of Council property, resources, inventory or cash;
- theft, misuse or wrongful use of information for financial or other gain;
- abuse of position or discretion such as accepting gifts or bribes to facilitate an outcome or gain some form of financial advantage;
- false accounting;
- credit card fraud;
- abuse of Council facilities or assets for personal use;
- disclosing confidential information for personal gain;
- making false statements or altering signatures or other information and materials so as to mislead or misrepresent a position or hide wrongdoing; and
- destroying or removing of records without approval for personal gain or to conceal fraudulent activity.

Corrupt Conduct includes:

- Payment or receipt of secret commissions (bribes), which may be paid in money or in some other form of value to the receiver and may relate to a specific decision or action by the receiver or generally;



- Release of confidential information in exchange for some form of non-financial benefit or advantage to the employee releasing the information;
- Collusive tendering;
- Payment or solicitation of donations for an improper political purpose;
- Serious conflict of interest involving a manager or staff member of the CASC acting in his or her own self-interest rather than the interest of CASC;
- Serious nepotism or cronyism where the appointee is inadequately qualified to perform the role to which appointed;
- Manipulation of the procurement process by favouring one tender over others or selectively providing information to some tenders;
- Gifts or entertainment intended to achieve a specific or generic commercial outcome in the short- or long-term – an essential element rendering conduct of this type corrupt would be that it is a breach of the entity's values, behavioural code or gift policy or that it was done without the appropriate transparency;
- Bribing officials in order to secure a contract for the supply of goods or services; and
- 'Facilitation' payments – small one-off payments in cash or in kind intended to secure prompt delivery of goods or services.

#### **Procedures Fraud and Corruption Prevention Framework**

CASC's Fraud and Corruption Prevention Framework is designed to provide an integrated response to the risks of fraud and corruption. It includes a regular audit and review function to facilitate performance monitoring and status assessment.

The Fraud and Corruption Preventative Framework comprises ten interrelated elements as shown below, drawn from the Crime and Corruption Commission Queensland's document Fraud and Corruption Control Guidelines for best practice. More detailed policies, procedures and action plans have been developed within this framework.

#### **Ten Element Fraud and Corruption Prevention Framework**

Fraud and corruption prevention within CASC shall incorporate:

1. a clear and integrated policy and framework;
2. continuing and effective fraud and corruption risk assessment;
3. robust internal controls with clear accountability and responsibility;
4. effective internal reporting systems and procedures;
5. an effective system of external notification and reporting;
6. well-defined public interest disclosure mechanisms;
7. competent investigation processes and standards;
8. a clear Code of Conduct and disciplinary standards;



9. comprehensive staff awareness and training programs; and
10. effective stakeholder and community awareness programs.

CASC recognises the interrelated nature of each component of this framework and the importance of each element in realising the most effective outcomes. Implementation therefore, will not focus exclusively on any one attribute, control system or area of operations, but will be based on a holistic and prioritised treatment of all elements/components.

- **Risk Management**

CASC will seek to establish Enterprise Risk management (ERM) Framework which sets out the effective risk management strategies and practices across Council as follows:-

- Ensure risk management is an integral part of strategic planning, management and day to day activities of the organisation;
- Promote a robust risk management culture within the Council;
- Enable threats and opportunities that face the organisation to be identified and appropriately managed;
- Facilitate continual improvement and enhancement of Council's processes and systems;
- Improve planning processes by enabling the key focus of the organisation to remain on core business and service delivery;
- Encourage ongoing promotion and awareness of the risk management throughout the Council.

- **CASC Fraud Control**

The Chief Executive Officer will oversee the implementation of the Fraud and Corruption Prevention Framework by ensuring an integrated approach to fraud and corruption risk and an effective implementation plan containing prevention strategies and control measures is implemented across Council.

The Chief Executive Officer will review the implementation of the Fraud and Corruption Prevention Framework and evaluate performance and outcomes.

Fraud-related matters will routinely be reported to Council's Audit and Risk Committee at their meetings to ensure that a realistic view of Council's exposure and the maturity of its systems to prevent, detect and respond to fraud are understood.

- **Internal Audit**

Internal Audit supports Council's efforts to establish an organisational culture and embraces ethics, honesty and integrity. Internal Audit assists Council with the evaluation of internal controls used to detect or mitigate fraud, evaluates the organisation's assessment of fraud risk, and may provide assistance to management or as directed by the Chief Executive Officer to undertake investigations of suspected fraud or corruption within Council. Although Internal Audit considers fraud and corruption within its audit plans and performs audits, it is important to note:

- The responsibility for prevention of irregularities rests with Council and management through the implementation and continues operation of an adequate control system. Internal Auditors are responsible for examining and evaluating the adequacy and the effectiveness of actions taken by management to fulfil this obligation.
- Although preventing fraud and corruption is a specific objective of Internal Audit's function, it is not Internal Audit's role to prevent fraud – it is management's role.

## **Implementing Council's Fraud and Corruption Prevention Framework**

### **1. CASC's Policy Framework**

CASC is committed to fulfilling public expectations of performance and in meeting its statutory and compliance obligations. The Fraud and Corruption Prevention Framework is one of a suite of policies and guidelines designed to achieve these ends. It forms the keystone of fraud and corruption control and is to be read in conjunction with other related policies and guidelines including those listed under CASC reference Documents in this Framework.

### **2. Fraud and Corruption Risk Assessment**

Managers are to critically examine their areas of responsibility and business processes to identify and evaluate potential fraud and corruption risk situations. They are to develop and maintain fraud and corruption resistant work practices and subsidiary control plans as necessary.

The Fraud and Corruption Risk Assessment will form part of the annual review of the Risk Registers and will be conducted across all areas of the Council.

Consideration of fraud and corruption issues will form part of both annual and longer term departmental operational and business planning processes. As a guide, the following matters should be examined:

- the enforcement of existing financial management standards, policies and practices governing contracts and the supply of goods and services;
- the correct recording of all assets and provisions for known or expected losses;
- the collection, storage, dealing, handling and dissemination of information;
- segregation of functions especially in regulatory, financial accounting, procurement and cash handling areas;
- work activities having limited supervision or open to collusion or manipulation;
- work practices associated with compliance and enforcement activities;
- work practices and ethical standards for accreditation agents, associations, etc.;
- formal or structured reviews of accounting and administrative controls;
- the effectiveness of measures for reporting suspected fraud and corruption;
- the implementation of robust public interest disclosure protective measures;
- workplace grievance practices; and

- measures to ensure quick and decisive action on all suspected fraud and corruption situations.

In addition to the assessment of risk, suitable operational practices are to be implemented to detect fraudulent and corrupt activities including:

- establishing good accounting and management controls;
- routine and random auditing of decisions and operational records;
- identifying variations from normal accounting methods or work practices;
- recognising deviations or exceptions in outcomes from expectations; and
- monitoring key indicators of potential fraud and corruption.

### **3. Accountability and Responsibility Structures**

The Management Team sets the ethical tone of CASC and senior managers and staff will lead by example and conduct themselves always in a manner consistent with the values and principles detailed in the CASC's employee Code of Conduct.

Clear lines of accountability have been formulated through departmental structures, position descriptions, policies and procedures. All management will assume a shared responsibility for fraud and corruption prevention to ensure that the fraud and corruption control strategies are implemented effectively across all work units and staff levels of council. Specific responsibilities include:

#### **Mayor and Councillors**

The Local Government Act 2009 provides the Mayor and Councillors with specific directions when working with Council officers to minimise inappropriate influences and the potential for corruption:

Section 170 – Giving directions to local government staff

Section 170A – Requests for assistance or information

Section 170AA – Guidelines about provision of administrative support to Councillors

Section 171 – Use of information by Councillors

Section 171A – Prohibited conduct by Councillors in possession of inside information

Section 171B – Obligation of Councillors to correct Register of Interests

Chapter 5A – Councillor Conduct

Chapter 5B – Councillors Conflict of Interests

Council, in recognising the importance of the Act's directions, has adopted an Acceptable Requests Guidelines for Councillors Policy.

#### **The Chief Executive Officer and the Management Team**

The Chief Executive Officer exercises authority on behalf of CASC through and on behalf of the Management Team. The Chief Executive Officer and Management Team are responsible for:

- maintaining a corporate governance framework, which includes policies and procedures to minimise Council's vulnerability to fraud and corruption; and
- ensuring protection of Council officers who make allegations of suspected fraud and corruption.

Further, the Chief Executive Officer is responsible:

- for receiving reports of any incident of suspected fraud and corruption occurring within Council and determining the appropriate action to be taken to investigate the matter further.
- under the Crime and Corruption Act 2001, to refer suspected official misconduct such as fraud or corruption to the Crime and Corruption Commission Queensland in accordance with relevant legislation; and
- to take appropriate action as a result of the findings of any investigation.

### **Managers and Supervisors**

All managers and supervisors are to recognise that fraud and corruption may occur in his or her area of responsibility. All managers and supervisors are required to establish, maintain and review control systems to ensure Council resources are protected and the risk of fraud and corruption occurring is minimised.

This should include:

- maintaining and reviewing their operational risks (which should include all relevant fraud and corruption risks) on an annual basis as part of the normal risk management process;
- setting up effective internal controls to detect fraudulent or corrupt activities;
- regularly reviewing relevant control systems as part of the fraud and corruption risk assessment;
- establishing adequate segregation of duties for all functions where the potential for fraud or corruption risk has been assessed as high;
- reinforcing the requirement for all staff to not engage in corrupt conduct, fraudulent activities or maladministration;
- promoting positive values and the benefits of ethical business practices;
- encouraging the reporting of any suspected fraud, corrupt conduct or maladministration; and
- providing appropriate training to Council staff to recognise and report all suspected fraud and corruption.

All supervisors and managers have an obligation to immediately report all internally reported cases of suspected fraud and corruption to the Chief Executive Officer.

### **All Council Officers**

All Council officers who have any knowledge of fraudulent or corrupt activities/behaviour within Council have an obligation to report such matters to a manager/supervisor or the Chief Executive Officer.

All employees are responsible for:

- acting appropriately when using official resources and handling and using public funds, whether they are involved with cash or payment systems, receipts or dealing with suppliers;
- being alert to the possibility that unusual events or transactions could be indicators of fraud and corruption;
- reporting details immediately if they suspect that a fraudulent or corrupt act has been committed or see any suspicious acts or events; and
- co-operating fully with whoever is conducting internal checks, reviews or investigations into possible acts of fraud or corruption.

#### **4. Internal Reporting Systems and Procedures**

CASC recognises the contribution made by staff in reporting suspect activity and the important role played by managers and supervisors in deterring and preventing misconduct. CASC also acknowledges the difficulty faced by some persons in reporting suspected fraud which may include:

- the possible involvement of an immediate supervisor;
- past experience of outcomes with less than desired effectiveness;
- concern at any failure to observe the confidentiality of a disclosure;
- the perception that reporting may lead to reprisals or victimisation of the discloser and/or other innocent parties;
- a lack of clear and appropriate rules or procedures for referral and action; or
- concern that potential conflicts of interest will be ignored when deciding who should assess or investigate a complaint.

To overcome any personal inhibitions about disclosure, CASC has implemented internal reporting systems and support mechanism that encourage staff to take appropriate action when they recognise or suspect fraud and corruption. Managers and supervisors will accept responsibility for fostering effective reporting in conjunction with their other management/supervisory functions and all officers will respond appropriately to any complaints of reports in a timely and effective manner.

Anyone in CASC's supervisory and management chain receiving a report of suspected fraud is to ensure that they report it immediately to the Chief Executive Officer and that it is responded to confidentially, fairly, quickly and in accordance with established protocols and legislative requirements.

#### **5. External Notification and Reporting Systems**

CASC is committed to transparency in meeting its statutory obligations and in discharging its accountability to all stakeholders. All incidents of suspected fraud and corruption therefore will be subject to appropriate external reporting in a timely fashion.

Complaints about fraud and corruption and the outcome of preliminary investigations will be reported to the appropriate agencies.

Depending upon the nature of an allegation, the person involved and the progress or outcome of the investigation, external reporting or referral may be made to the following agencies:

- Queensland Police Service;
- Crime and Corruption Commission Queensland for cases suspected to involve official misconduct;
- Queensland Audit Office for fraud involving any asset losses;
- Queensland Minister for Local Government; and
- Queensland Ombudsman for cases of maladministration.

#### **6. Public Interest Disclosure Mechanisms**

CASC will provide protection from reprisal for a person making a public interest disclosure in accordance with the principles embodied in the *Public Interest Disclosure Act 2010*. Arrangements to ensure compliance with these principles shall be enforced at all times.

CASC will exercise due process and natural justice, and preserve confidentiality to the extent possible, provide appropriate protection, maintain all necessary records securely, and report in an appropriate manner.

#### **7. Investigation Processes and Standards**

All CASC investigations will be conducted in accordance with best practice. The standards of reporting and enquiry shall be no less stringent than as outlined in the guidelines of the Crime and Corruption Commission Queensland publication "Corruption in Focus". The investigation standards applied shall ensure that investigations are carried out objectively, thoroughly and without prejudice.

When an investigation into suspected fraud is deemed necessary:

- all staff are obligated to respect the dignity and rights of the alleged perpetrator, pending a full investigation into the matter. Management must ensure the preservation of due process and discourage staff from entering into speculative discussions;
- Persons making complaints shall be advised of the outcome in a timely manner; and
- The outcome of all internal investigations shall be subject to audit.

#### **8. Employee Code of Conduct and Implementations of Non-Compliance**

The fundamental principles contained in the Employee Code of Conduct are modelled on the *Public Sector Ethics Act 1994* and the following four ethical principles:

- Integrity and Impartiality
- Promoting the Public Good
- Commitment to the System of government
- Accountability and Transparency

The Employee Code of Conduct may not cover all eventualities. To assist in the resolution of more complex ethical and fraud-related issues, CASC officers should seek the advice of their supervisors and more senior management where necessary.

CASC will conduct a review of the Code of Conduct at least once every three years to ensure its continued relevance. In addition, the Management Team will review the need to develop any other related policies and procedures or staff awareness and development of training and materials.

Council is committed to the prevention of fraud and corruption and investigating all suspected incidents. Fraudulent or corrupt activities will not be tolerated. An investigation finding of fraud or corruption will result in disciplinary action and/or prosecution by the Queensland Police Service, which may lead to offenders being dismissed from Council.

Under the *Crime and Misconduct Act 2001*, the Chief Executive Officer must refer suspected official misconduct such as fraud or corruption to the Crime and Corruption Commission Queensland.

## **9. Staff Awareness and Training Programs**

CASC acknowledges the primary role of staff in the prevention of fraud and corruption. To foster an appropriate fraud and corruption resistance culture, CASC will implement a comprehensive and ongoing fraud awareness program and adopt transparent and participative management practices that empower staff in their operational roles.

There will be sharing of information and suitable induction to enhance fraud and corruption resistance. Awareness of the available reporting mechanisms and whistleblower support will be further reinforced through structured training and development programs and other means of communication on a regular basis.

The Employee Code of Conduct and other key policy documents will be broadcast widely to relevant stakeholders.

The Management Team will identify available training options and make recommendations on the strategy that achieves the most effective fraud and corruption awareness regime. This strategy may include, but is not restricted to:

- articulating appropriate ethical standards for the workplace, including the Employee Code of Conduct and related policies and procedures;
- recommending ways to develop the understanding of best practices and system controls;
- developing suitable mechanisms that recognise and highlight the importance of staff contributions to fraud and corruption control;
- informing staff of the importance of recognising and responding to misconduct – and the available mechanisms for public interest disclosure;
- implementing best practice approaches to fraud and corruption prevention;
- establishing mechanisms to identify and detect specific types of fraud or corruption; and
- developing and distributing materials to enhance fraud awareness.

Training programs will be provided for full-time officers of CASC and also, where appropriate, for those persons having a significant role and/or continuing association with CASC, including consultants, part-time staff, agents, certifiers, associates and volunteers.

Training programs will include guidelines and the identification of risk and the “red flag” indicators of potential fraud and corruption. Training needs and resources will be developed through analysis of:

- regular risk reviews, risk analysis, activity reports and individual business plans;
- reviews of reported incidents and investigation outcomes; and
- outcomes of focus groups to determine staff attitudes and practices.

All new staff will attend induction training where they will be advised of council’s standards of ethical behaviour for the workplace. Staff will be required to undertake mandatory training and refresher training courses specifically designed with relevant local government scenario examples and CASC’s policies and procedures. The Human Resources Manager, in consultation with the Management Team, will be responsible for the development and delivery of staff training in areas such as:

- Employee Code of Conduct
- Requests by Councillors for Assistance or Information
- Procurement and Ethical Business Practices
- Drugs and Alcohol – Fitness for Work
- Ethical Awareness
- Conflict Resolution
- Sexual Harassment Prevention
- Performance Counselling and Discipline
- Complaints Management Process
- Public Interest Disclosures

#### **10. Stakeholder and Community Awareness Programs**

CASC will communicate its values widely to ensure community awareness of CASC’s expected standards of corporate and staff behaviour. These extension programs shall include both general and more specific programs targeting particular stakeholder groups such as suppliers, contractors and special interest groups.

The external communication programs will demonstrate the integrity of CASC and its commitment to high standards of probity in all its dealings, including its zero tolerance of fraud and corruption. CASC will report on these measures taken to realise its fraud and corruption prevention goals at least annually through the Annual Report.

Adopted by Council on \_\_\_\_\_





**Community Housing Review****File No: CASC1****Author: Principal Auditor Sunshine Coast Council****Attachments: Best Practice Learnings****EXECUTIVE SUMMARY**

The Community Housing Review was requested by senior management and the Audit and Risk Committee and demonstrates that Cherbourg Aboriginal Shire Council (CASC) is committed to improving service delivery and sustainable financial management.

Whilst the review has identified a significant number of improvement opportunities, Council has already started to address many of the issues contained within this first Internal Audit report.

**Key Issues Identified**

Although Council has a strong focus on making improvements to tenancy management operations, historically it appears that rental practices have not always been aligned to policy and in general have been too lenient in terms of ensuring no significant arrears accumulated. This has resulted in \$1.6M of rental debt and a write off scenario likely to be in excess of \$0.5M.

The review has also identified some best practice learnings and the following key findings:

- Scope to improve oversight and better demonstrate equity and probity in the assessment and allocation process including managing any conflicts of interest
- Resetting overall approach to rent reviews, rent collection and arrears management to improve efficiency and effectiveness
- Increase alignment of current practices to better meet the Department's expectations and scope to utilize their tools and templates
- Identify the exact amount of uncollectable debt for write off purposes

**Comments by Corporate Services Manager, Sam Murray \*\*.**

The Council is appreciative of the work undertaken by Mr Ziggy Kapera. The process was very informative and helpful for staff and as this was our first ever internal audit, it has set a good benchmark for future audits.

In addition to the formal recommendations contained in the report, a number of procedural type improvements were identified by the Internal Auditor and these suggestions will also be taken on board by staff. These include sensible checks like ensuring that there is a reconciliation between the number of houses rented and the number of rent notices issued. These practical suggestions during the audit process by our internal auditor will also be implemented.

Overall, all of the recommendations by the internal auditor are supported by our management team. The audit has highlighted that we need to draw a line in the sand and write off rental debts that are more than 6 years old. However, there is a commitment to improve all of the processes we currently use to ensure that these historic problems do not occur again.

*\*\* - Note that due to the Manager of Corporate Services being on sick leave, the comments and management responses have been provided by Council's Advisor on his behalf. These*

*comments are consistent with the feedback provided by the Manager of Corporate Services during the review process.*

## **OFFICER RECOMMENDATION**

**That the Audit Committee receive and note the report titled “Community Housing Review”.**

## **REPORT DETAIL**

### **Process Overview**

Community housing offers secure and affordable rental housing to people on low to moderate incomes who have a housing need. CASC is one of few local governments who independently provide tenancy management services by agreement with the Department of Communities, Housing and Digital Economy (CHDE).

The Housing Unit is overseen by the Manager Corporate Services and is led by the Senior Housing Officer together with an Administrative Officer and two Inspection Officers. Around \$1.8M is collected annually from 321 houses. Most of the administration is managed manually without tenancy management software, whilst debtors are managed within the Practical computer system.

### **Objective and Scope of Audit**

The purpose of the audit was to review the adequacy and effectiveness of the tenancy management operations with a particular emphasis on rent collection, debt management, housing assessments and allocations including the management of conflicts of interest.

Council's role in building and maintaining community housing on behalf of State Government through QBuild was out of scope of this internal audit.

### **Best Practice Research**

Performance Audit Report 12 July 2022 – Delivering Social Housing Services – Queensland Audit Office. (See attachment 1. Best Practice Learnings).

### **Follow Up of Previous Audits**

No previous Internal Audits have been undertaken in this area.

### **Consultation**

The Auditor acknowledges the commitment and assistance given by staff in undertaking this review. The following officers were consulted in the finalisation of this report:

- Chief Executive Officer (CEO)
- Corporate Services Manager
- Senior Housing Officer
- Housing Officer
- Housing Inspection Worker
- Accountant
- Finance Officer
- Council Advisor



## Operational Strengths

- Strong Commitment to improve overall sustainability and performance of the tenancy management operations
- Housing need assessment form has recently been developed and aligns mostly with the Department's strengthened wellbeing indicators
- A panel of housing officers now reviews the housing need assessment rather than just being assessed by one staff member thus reducing the risk of conflict of interest
- Housing offers are approved by the CEO
- Under and over utilization has recently been reviewed
- Tenancy Management Workplan established to improve tenancy management framework including policies, procedures, templates and checklists
- Tenancy Management Workplan also covers community education, awareness incentives to pay rent and consideration of tenancy management software
- Housing and Housing Debt Policies are being reviewed and the use of CHDE templates is being explored
- Quarterly reports with the housing register and waiting list is provided to the CHDE
- Comprehensive reporting on housing operations financial performance, aged debtors and budget and actual variances
- Receipted revenue is routinely checked to ledger balances for reasonableness
- Provision for doubtful debt has been established of \$1.4M
- Debt relating to deceased tenants is routinely written off by the CEO and Council
- Centrelink reports are run daily and any rent payment cancellations are now being chased by the Senior Housing Officer

Many of these operational strengths have been strengthened in recent months and are evidence of a better focus on housing management by Council.

## Housing Assessments and Allocations

### Best Practice Learnings

The Queensland Audit Office recently undertook a performance review of social housing services managed by the Department of Communities, Housing and Digital Economy. The findings of that report were used to provide insight and learnings by making comparisons with processes and statistics relevant to CASC housing operations. The key findings are presented in attachment 1 and result in the following recommendations:

- Periodically review the eligibility and status of applicants on the Waitlist
- Implement internal checks over assessments and allocations
- Align Council's assessment criteria to the CHDE strengthened wellbeing indicators
- Determine a policy position around over and under-utilisation (Note the large percent of over occupied houses)
- Tailor the supply of housing to demand (Note that the current waitlist statistics may change after a check on eligibility and the current status/need of applicants)

**Recommendation 1: Medium Risk (M-40)**

Address the Best Practice learnings and incorporate any relevant actions into the current Housing Workplan. (Workplan timelines may need to be extended into a 3 year program).

**Management Response**

This recommendation is supported. The current Housing Workplan will need to be updated to incorporate all of the Best Practice learnings which will then be followed by staff. While the Housing Workplan was recently updated and improved, the other elements identified in the Best Practice Learnings attached to the Audit Report by the internal audit will also be added and updated.

<b>Acceptance and Responsibility</b> Yes	Sam Murray (Corporate Services Manager)	<b>Estimated Completion</b> 31 December 2023
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**Conflicts of Interest**

Council's Housing Policy and the agreement with the Department comprehensively cover probity and conflicts of interest. There is also a conflict of interest declaration form available on Council's website. Whilst the assessment of applications is currently considered by a panel, there is some scope to better demonstrate compliance with existing policy and agreement requirements across applications, assessments and allocations especially where Council's staff are applicants.

Although it is understood that the Chief Executive Officer (CEO) signs off on the letter of offer, the agreement, in relation to staff applicants, states that; "the CEO should personally oversee and endorse critical processes such as approval of housing applications, waitlist preference changes, offers of accommodation and any key tenancy or property management decisions".

There is also scope to improve audit trails to ensure that all key documentation is readily available. Keeping key records enables Council to better demonstrate that due process has been followed and all applications are dealt with in an equitable manner, especially around conflict of interest declarations, need assessments and allocation offers.

**Recommendation 2: Medium Risk (M-52)**

Improve audit trails and increase the level of oversight and approval across the application, assessment and allocation process to improve Council's ability to demonstrate equity and probity including management of conflicts of interest.

**Management Response**

It is agreed that it is important to manage conflicts of interest in a transparent way. In that regard, we need to improve how we currently record and maintain records of how those conflicts of interest are dealt with. This protect both the Council and the individual officers regarding and claims that conflicts of interest have not been properly addressed. We will also ensure that the CEO is more involved in the process where Council staff are the tenants. Again, this will ensure that any perceptions of conflict of interest in dealing with staff matters are properly addressed.

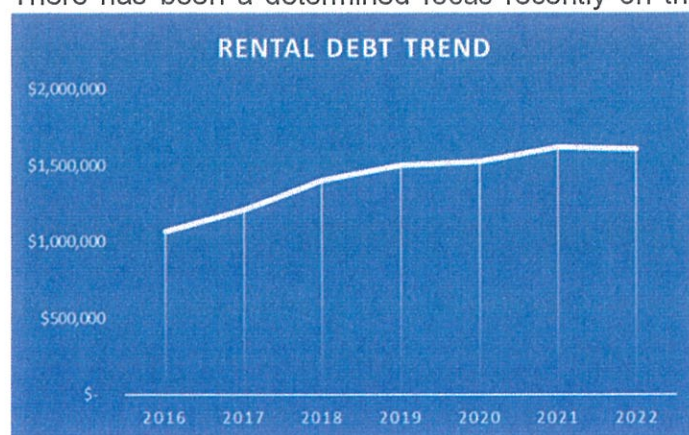
<b>Acceptance and Responsibility</b> Yes	Sam Murray (Corporate Services Manager)	<b>Estimated Completion</b> 31 August 2023
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## Rent Collection and Arrears Management

### Debt and Arrears Management

There has been a determined focus recently on the sustainability of tenancy management operations and in particular the level of rental arrears as demonstrated by the comprehensive suite of financial and debtors reporting. Council has also provided additional administration support to housing services and is currently reviewing its policy and procedures to make improvements. This includes a commitment to undertake this internal audit. Nevertheless, rental arrears are increasing and no comprehensive write off has occurred in recent times.



As at February 2023, rental debtors amounted to \$1.6M and the amount is increasing year on year despite weekly rents being well below the Gympie region average of \$450. It appears that the main reason for this high level of accumulated debt is a lenient approach to rent collection and arrears management as suggested by the following factors:

- Rents have not been increased since 2014
- No bond is required and rent is not charged in advance
- Most repayment plans and additional payments are insufficient to pay off debt within a six year timeframe
- Salary deductions and repayment plans are not always formalised or established
- Policy steps to recover arrears have not been consistently applied and
- Actual debt recovery steps are not undertaken promptly, which is critical to success

### Debt Write Offs

Whilst there is a bad debt provision of \$1.4M in Council's annual financial statements, no recent write offs have occurred, with the exception of \$55,000 relating to deceased tenants. However, an analysis of aged debtors has identified a significant number of tenants whose debt goes back further than six years. It is estimated (due to Practical system limitations) that more than \$0.5M would need to be written off because the Limitations of Actions Act 1974 states that legal action cannot be taken to recover any debt more than six years old. Note that the Practical debtors system does not currently provide any detailed analysis of long standing debtors except for debt older than 90 days. Furthermore, there are a significant number of debtors who are uncontactable, which will increase the potential write off even further. In both cases, Council would need to fully identify the actual amount of debt relating to each relevant tenant and ex tenant and where possible, how much of that debt is older than 6 years. Writing off old debt will assist the Council in resetting the total debt owing and enable staff to focus on debt recovery for those debts which may actually have some prospects of being recovered.

In order to achieve a long term, financially sustainable community housing service, operated by Council, the write off of debt should be part of a broader communication plan with the community that resets Council's overall rent collection and arrears management posture.

### Recommendation 3: High Risk (H-60)

Reset Council's approach to rent reviews, collection and arrears management to address ineffective and inefficient practices and develop a communication plan to inform the community of a strengthened tenancy management position.

### Management Response

The recommendations in relation to rent collection and arrears management are some of the most important recommendations in this review and represent "a line in the sand" as to how we better manage rent issues. There are a number of key points to consider and this response covers recommendations 3, 4 and 5:-

- writing off debt over 6 years old. It is agreed that this recognises the legal reality that the Council will not be able to recover these old debts. This will need to come to Council to write off those old debts (likely to be between \$500,000 and \$1,000,000). We will need to get assistance from Practical Computer Systems to extract some of the old data to ensure that we correctly write off the right debts to the right tenant accounts. We will also need to review this on an annual basis each year to ensure that there are no debts older than 6 years.
- Reset Council's approach to rent reviews, rent collection and arrears management. This recommendation is fully supported, and we have started on this journey. This audit is another step in that process.
- Develop a communications plan. This is fully supported and some work has already been done on this. This will also require the support of our elected representatives to also put this messaging into our community.
- Rental amounts. It is proposed that the Council review the rental paid by tenants each year as part of its budget process and this will be incorporated into this year's budget process.
- Alignment with Departmental policies and templates. It is agreed that we can better use many of the templates, policies and management practices used by the Department to improve our own processes. We have already begun to improve our practices before this audit commenced and will continue to improve based on information from the Department.

Acceptance and Responsibility	Yes	Sam Murray (Corporate Services Manager)	Estimated Completion	31 December 2023
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### Recommendation 4: High Risk (H-60)

Identify all uncollectable debtors and amounts and write off bad debt. (Help from the Practical system support services may result in an automated report that identifies all debt more than 6 years old).

### Management Response

See response to recommendation 3.

Acceptance and Responsibility	Yes	Sam Murray (Corporate Services Manager)	Estimated Completion	31 December 2023
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### Recommendation 5: Medium Risk (M-40)



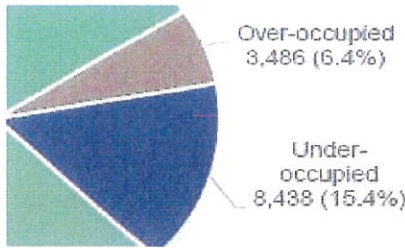
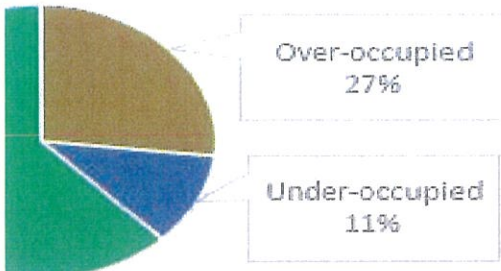


Align rent review, collection and arrears management processes and procedures to better meet the Departments expectations and utilize the Department's tools and templates wherever possible.

**Management Response**

See response to recommendation 3.

<b>Acceptance and Responsibility</b>	Yes	Sam Murray (Corporate Services Manager)	<b>Estimated Completion</b>	31 December 2023
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Key Findings for CHDE	Key Findings CASC
<div><div><div>2 years</div><div>is the average time spent on the register</div></div></div>	<div><div><div>27% of applicants have been waiting over 7 years (5 are high/very high need)</div></div></div>
<div><div>Recommendation:</div><div>Periodically review waitlist to ensure the status of all applicants are valid and remove any uncontactable applicants. Allocations should be checked by second officer.</div></div>	
<div><div>Some dwellings are under or over occupied</div><div></div></div>	<div><div>CASC dwellings</div><div></div></div>
<div><div>Recommendation:</div><div>CASC should consider a policy position on better utilisation of dwellings.</div></div>	
<div><div><div><div>56% of dwellings</div><div>1 or 2 bedrooms</div></div></div></div>	<div><div><div><div>22% of dwellings</div><div>1 or 2 bedrooms</div></div><div><div>53% of high/very high need applicants on wait list require 2 bedrooms</div></div></div></div>
<div><div>Recommendation:</div><div>Tailor future housing supply to demand profiles.</div></div>	
<div><div>wellbeing indicators</div><div><div><div><div>• History of homelessness</div><div>• Long-term unemployment</div><div>• Serious medical condition</div><div>• Safety risk from domestic violence</div></div></div></div></div>	<div><div>CASC Assessment Criteria</div><div><div><div>Sleeping Rough</div><div>Living on streets or public amenities</div><div>Squatting in delict buildings, tent or humpy</div><div>Child safety</div><div>Disability (On Dr Reports)</div><div>Medical Needs (Long Term treatment plans)</div></div></div></div>
<div><div>Recommendation:</div><div>Policy and assessment criteria could be more aligned with the Department’s “strengthened” well-being indicators. Second officer should check all needs assessments before approval.</div></div>	



# Community Safety Plan



Cherbourg Aboriginal  
Shire Council





Mayor Elvie Sandow

### *What is a Safety Plan?*

A safety plan is a document that allow us to plan to avoid or prevent dangerous situations. A safety plan identifies how to react when a dangerous situation occurs and can be used in several areas of life from family and domestic violence, waste management, clean water and environment, crime, social and emotional wellbeing, COVID-19, mental health, suicide prevention through to public safety.

On behalf of our Cherbourg Aboriginal Shire Council thank you for taking the time to read and learn about our Community Safety Plan 2021 to 2023. We look forward to reviewing and renewing this plan in 2023. As a permanent resident who has lived and worked in this community all my life knows the complexity Council deals with everyday. The policies, legislations, rules and laws that impact our lives from day to day.

We are striving together with community leaders, elders, our young people and listening to the voices of our residents and future generation to include them in having their say in the future of their community. Our Council realises that we can't achieve or implement any action in this plan without the engagement and input of local residents, through community consultations, surveys, plus coordination of people's skills, resources, and knowledge. Working in collaboration with support agencies, service providers to deliver and make changes for the better.

Cherbourg Aboriginal Shire Council prides itself as being a forward thinking council, sensitive to the needs of our growing community. With a vision to building accountability, capability, stability and positive outcomes into the future. We are striving to build enterprise and industry that create employment and self-determination for our community.

This is our first safety plan and together hope that we can achieve and establish a culturally safe and healthy community for all our residents of Cherbourg. Build on our strengths and achievements and also acknowledge the invaluable contribution of all tribes toward Cherbourg's past, present and future.

Mayor Elvie Sandow



## PURPOSE

The purpose of a Community Safety Plan is to bring together local authorities, Police, Fire and Emergency services, Health organisations, Disaster Management etc., Justice group, Probation/Parole services to tackle crime, restorative justice, anti-social behaviour and reducing reoffending. The Community Safety Plan is a document/report detailing how the CSP will make Cherbourg a safer place. It will be revised on an annual basis until 2023.

Safety planning is important which may also help reduce the risk of future harm and future crises. It is not just about preventing danger and/or crime prevention; it is about building strong, cohesive, resilient communities, and to reform a culture of community safety.

Community safety is about feeling safe at all times, whether at work, in the street or in your own home. It relates to quality of life and being able to pursue and obtain the fullest benefits from your domestic, social and economic lives without fear or hindrance from crime and disorder.





## HISTORY OF CHERBOURG

The history of Cherbourg is one of Aboriginal people being forcibly removed and brought from all over Queensland and Northern New South Wales to a newly formed government reserve.

Under the Aborigines Protection Act of 1897 the settlement then called Barambah, was gazetted and established in 1904.

In 1932, the name Barambah was then changed to Cherbourg due to a nearby property called "Barambah Station" which caused confusion in mail delivery.

Cherbourg currently has a population of 1800 people with approximately 324 households and is located 3 hours drive north-west of Brisbane in the South Burnett region.



Picture: Aerial View of Cherbourg



## COMMUNITY SAFETY AND WELLBEING IN CHERBOURG

Community Safety and Wellbeing is a key focus for Cherbourg Aboriginal Shire Council. The goal is to work toward building a safer community for our Elders, children and families. Cherbourg Aboriginal Shire Council will work collaboratively with all organisations to make Cherbourg a safer place.

Council, in partnership with relevant stakeholders, will focus on areas such as:

- Leadership
- Alcohol & the Alcohol Management Plan
- Social & Emotional Wellbeing
- Health
- Education & Employment
- Drugs
- Economic & Development
- Children & Young People
- Law & Order
- Housing & Homelessness
- Violence

\*See Appendix 3

The Community Safety Plan will outline Council's direction for promoting a safer, stronger and healthier community.



## CHERBOURG ABORIGINAL SHIRE COUNCIL'S VISION:

- Provide a clean, safe and healthy community. We will work to improve the health and wellbeing of our people
- Consistently empower the community to become self-reliant and independent
- Empower and encourage youth to determine their future through self-respect, education, training, cultural and traditional values
- Providing a caring, respectful and safe environment for our elders

## VALUES

- Honesty and integrity
- Leadership
- Respect for people, culture and country
- Working for our future





## GUIDING PRINCIPLES:

Conducive to a unified and safe Cherbourg, guiding principles act similarly to that of customary Lore. It is our vision that these values are adopted by individual community members and gradually become indoctrinated into the cultural norm. To establish this objective, key stakeholders and residents were engaged to participate in a community forum, with the intent to collect valuable information and knowledge beneficial to the development of the plan.

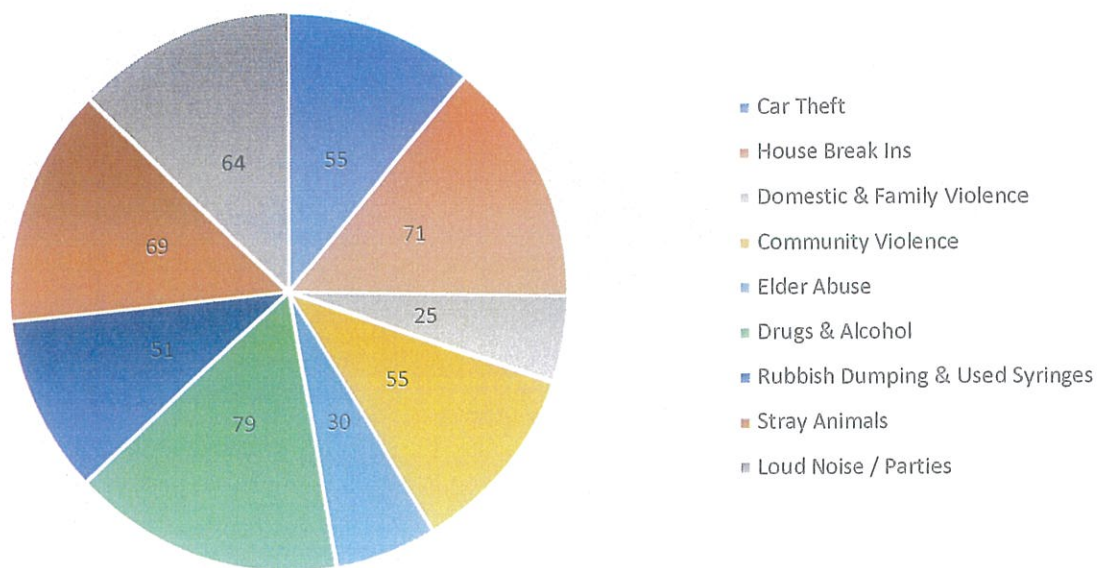
This approach facilitated a process that was inclusive, transparent and promoted ideologies favourable to enforcing accountability collectively across the community. The collaborative framework executed throughout the development of this plan, advocated a diverse representation of guiding principles to be implemented within the community.

The following principles were formed to support and guide our approach:

- Every person within this community has the right to feel safe without any fear of danger or harm within their home, at school, public place, street or neighbourhood.
- Together we are responsible for keeping our mob and culture strong, healthy and safe.
- Support zero tolerance against family/domestic, child and elder abuse, and community violence.
- Community safety is not just the responsibility of Council but a shared responsibility together with our key service providers and stakeholders as a collective body.
- A holistic approach to safety, taking into consideration not only a person's mental health and safety, but inclusive one's social and spiritual wellbeing.
- Reintroduce RE – Religious Education within our community, in schools and local Sunday Schools.
- Building stronger relationship between service providers and community people to ensure transparency and communication is effective and efficient designed for access to services.
- Endorsement of educational/career/leadership development pathways, prioritising infrastructural development in community people first (our people are our future).
- Campaigns promoting education and educational success - celebrating milestones and supporting the educational achievements of people from Cherbourg. Education is the key to success.
- Support and focus on the implementation of therapeutic initiatives – forward thinking and innovative projects that aim to engage at risk people in community. Appeal to target demographic and promotes long term outcomes.
- Empowering community and investing in job/employment infrastructure - Upskilling and training, education, career development support, job sustainability.
- Focus and investment in culturally driven projects that aim to preserve cultural identity and history.

- Promotion of health information and education – Chronic illness, mental health, delayed child development and cognitive disorders, sexual health, social and emotional wellbeing, nutrition, drug and alcohol addiction, Covid-19
- A collaborative approach to service delivery – to best utilise resources and funding to achieve the desired outcomes and long-term sustainability
- The development and use of Bi-laws that authorise community to enact disciplinary powers - campaign law and order, enforce zero tolerance policy towards crime and juvenile delinquency in the community.
- Continuous Community evolution – Approach to initiatives and project implementation with appeal to evolving demographics (crime, youth, communications and media platforms, elders, resources and facilities etc.).

### Survey Responses



84 people were surveyed. The pie graph above shows the number of people who answered the problems listed on the right hand side are major problems in Cherbourg.

### Survey Question: How safe do you feel in your community?



## CSP Implementation Principles

The Community Safety Implementation will progress in collaboration with leaders of key agencies/service providers, together with the community acknowledging that:

- Our focus is on health, social and emotional wellbeing and the safety of our most vulnerable, the aged, disability, women and children.
- Community ie individuals or families, community leaders, service providers government and non government have a role to play.
- Address priority concerns such as health and wellbeing, drug and alcohol, family and community violence and crime.
- Reform drug and alcohol rehabilitation support service/centre on a remote property away from community but within the region.
- Review the AMP - Alcohol Management Plan in conjunction with community and local justice group with a focus to ensure a healthy culture towards alcohol, and increase educational campaigns on drug and alcohol misuse.





## ALCOHOL MANAGEMENT PLAN

The Cherbourg restricted area is the Cherbourg Aboriginal Shire including all public and private places. This includes the banks of the Barambah Creek bounding the community and the waterway where it passes through Cherbourg.

It is an offence to drink in a public place anywhere in Queensland.

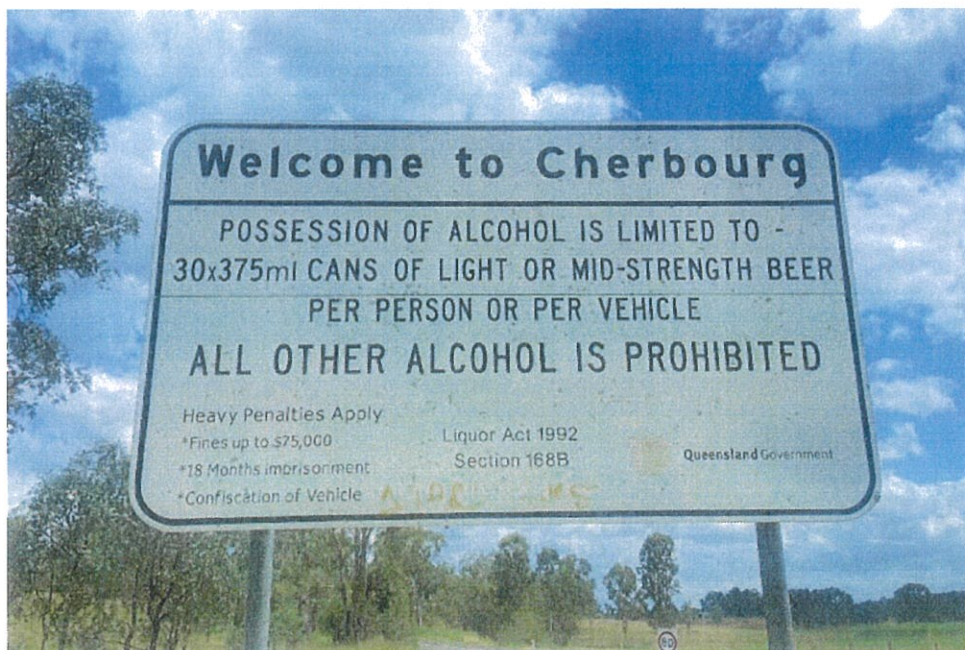
## ALCOHOL RESTRICTIONS

The maximum amount of alcohol that a person can carry in Cherbourg Shire is: 11.25 litres (1 carton of 30 x 375ml cans) of light or mid-strength beer, no wine and no spirits. This amount is per person on foot or per vehicle, boat or aircraft regardless of the number of people in it. Light or mid-strength beer is the only type of alcohol allowed in your home.

## PENALTIES

Maximum penalties for possessing illegal alcohol in the restricted area are:

- first offence 375 penalty units (currently \$50,043)
- second offence 525 penalty units (currently \$70,061) or 6 months imprisonment
- third or subsequent offence 750 penalty units (currently \$100,087) or 18 months imprisonment.
- Vehicles found carrying alcohol above the set quantity in the restricted area may be confiscated.
- It is also an offence to attempt to bring alcohol above the set quantity into the restricted area. The maximum is 375 penalty units (currently \$50,043).
- The maximum penalty for possessing alcohol in a dry place is 19 penalty units (currently \$2,535).
- These penalties apply to all people living in, travelling through, visiting or working in the restricted area.
- The penalty unit from 1 July 2019 is \$133.45.



## SLY GROG

It is illegal to sell alcohol without a licence or permit (sly grog) in Queensland. Penalties apply. To report incidents of sly grog phone the confidential Sly Grog Hotline on 1800 500 815.

### (AMP) Alcohol Management Plan - Reversal in Cherbourg, Queensland.

*1<sup>st</sup> September, 2012.*

It is proposed that the (AMP) – Alcohol Management Plan be reversed in Cherbourg, Queensland. The reversal of the plan is proposed by both the Mayor and Cherbourg Aboriginal Council and the Mayor and South Burnett Regional Council.

#### Preamble:

It is proposed that the AMP be reversed through the instrument as attached, of a Memorandum of Understanding between the two (2) councils.

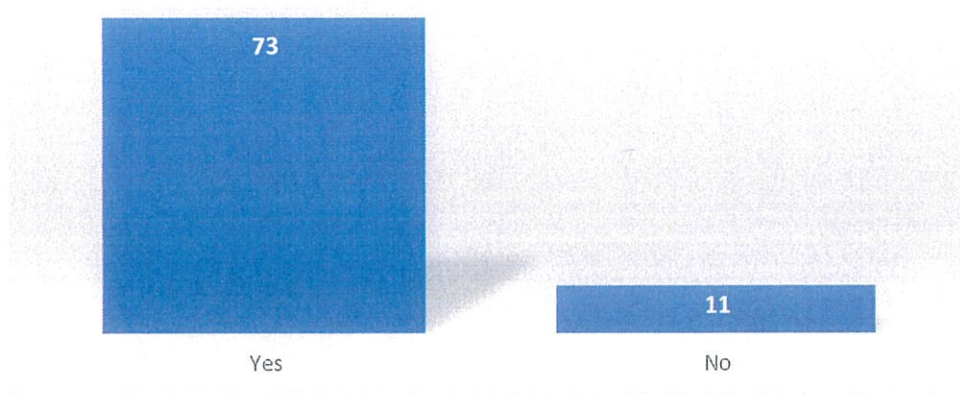
There would have to be a committee formed to ensure that the citizens and residents of Cherbourg and to a lesser degree Murgon were not in any way disadvantaged; or financially driven to reverse the AMP.

The governance under which the committee would operate would ideally include Queensland Police Service, the Departments of Communities, Health and Justice and to a lesser degree Departments of Correctional Services and Education.

There would also need to be training and compliance established with the Community Justice Group.

Other bodies and agencies which would also need to be a part of the advisory to the governance group would include the Domestic Violence agencies, Children's services, Diversionary services and community agencies.

### Survey Question: Do you think the AMP should be reviewed?



Picture: Survey Responses from Community Members

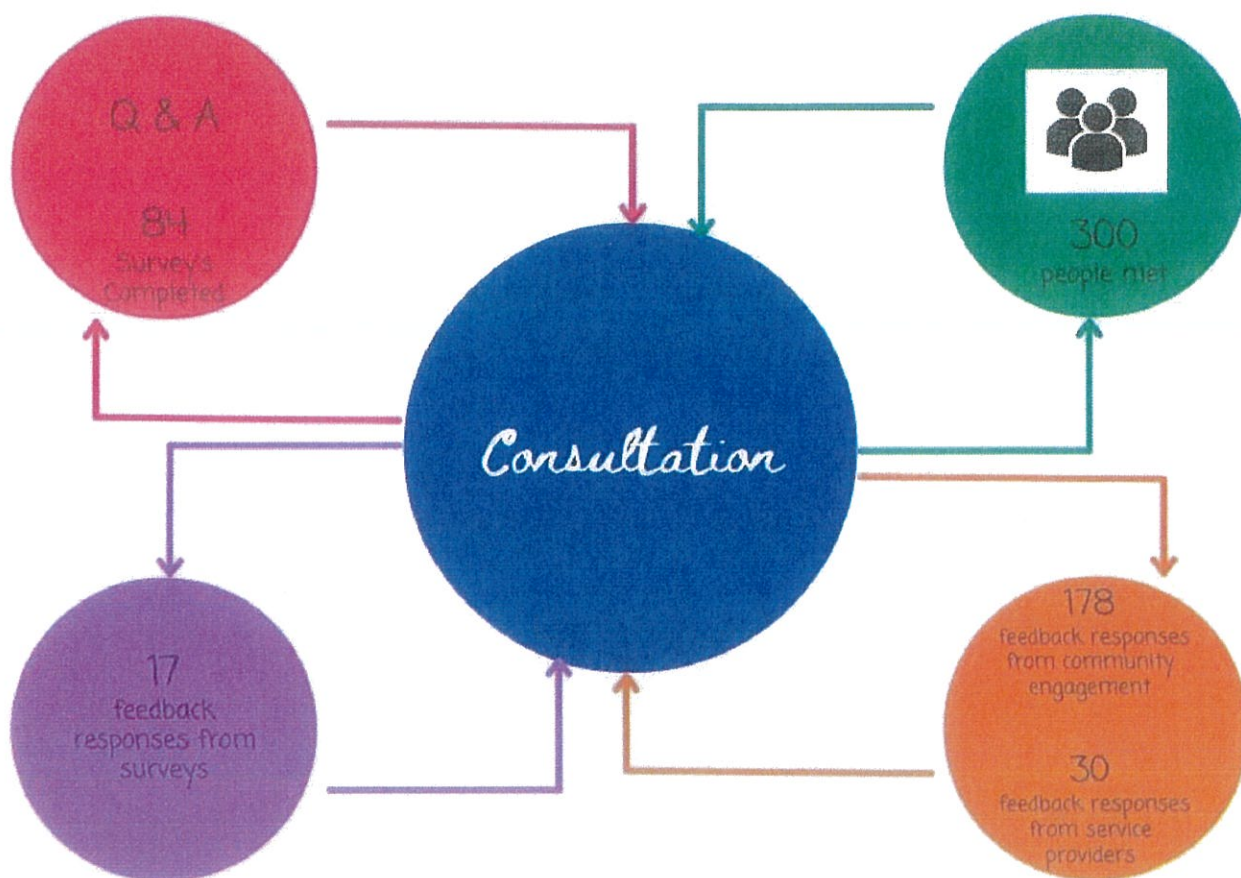
## COUNCIL'S PROPOSED NEW LAWS

- **Local Law and Subordinate Local Law No.1 (Administration) 2021:**  
To provide a legal and procedural framework for the administration, implementation and enforcement of the local government's local laws, subordinate local laws and specified regulatory powers under legislation, and to provide for miscellaneous administrative matters by providing for:
  - Consistent and comprehensive processes for the local government to grant and regulate approvals to undertake prescribed activities; and
  - Authorised persons for enforcing local laws
  - Review of certain decisions made under local laws; and
  - Matters relating to legal proceedings; and
  - Miscellaneous administrative matters relating to meetings, fees, abandoned goods and seized and impounded items.
- **Local Law and Subordinate Local Law No.2 (Animal Management) 2021:**  
To regulate and manage the keeping and control of animals in the local government's area in a way that:
  - Balances community expectations with the rights of individuals; and
  - Protects the community against risks to health and safety; and
  - Prevents pollution and other environmental damage; and
  - Protects the amenity of the local community and environment.
- **Local Law and Subordinate Local Law No.3 (Community and Environmental Management) 2021:**  
To protect the environment and public health, safety and amenity within the local government's area by elimination or reduction of risks and threats to the environment and public health, safety and amenity resulting from:
  - Inadequate protection against animal and plant pests; and
  - Vegetation overgrowth; and
  - Visual pollution resulting from accumulation of objects and materials; and
  - Fires and fire hazards not regulated by State law; and
  - Community safety hazards; and
  - Noise that exceeds noise standards.
- **Local Law and Subordinate Local Law No.4 (Indigenous Community Land Management) 2021:**  
To enable the local government with jurisdiction over the trust area under the Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984, to regulate the use of that area.

Council has identified that Proposed New Local Laws may contain anti-competitive provisions, and Council has prepared a review of these anti-competitive provisions in accordance with legislative requirements.



# Community Engagement



## Consultation Outcomes

The consultation process consisted of surveys, forums and face to face interaction with community members and key stakeholders. The consultations allowed community members to give honest feedback as well as highlighting issues concerning community safety and wellbeing in Cherbourg.

A short 10 question survey was developed which was delivered through face to face consultation and also online. A number of community forums were held which allowed community to voice their concerns and have crucial input into the community safety plan.

Service providers were active in providing feedback and ideas toward community safety and wellbeing and outlined how their services would work toward implementing changes to accommodate the aims of Cherbourg's safety plan.



## CHERBOURG SPAN (Suicide Prevention Action Network)



The Cherbourg SPAN vision is:

To empower the people in community to reduce suicide through, education; building resilience; making supports accessible, supporting those bereaved by suicide.

The Cherbourg Suicide Prevention Action Network was started 2008 due to the noticeable increase of suicides in Cherbourg. Service providers, Organizations and agencies such as Cherbourg Health, CRAICCHS, Rodeo School, CTC, Disabilities, Laurel Place, PCYC and Cherbourg Council formed the Suicide Prevention Group. Changes happened in 2012 when more community members joined SPAN and the Service Providers and Agencies stepped down, the Span Group became community driven as Cherbourg community members took ownership.

Strengths of Cherbourg SPAN;

- Community members
- Communication with everyone
- Prepared to talk up
- Supporting one another
- Helping each other out
- Value and encourage everyone's ideas
- Respectful to individual needs
- Trust with the community
- Be responsive (first responder) in community 24/7
- Supporting families in need through journey
- Active listeners
- Local knowledge/history of community and people
- Holistic approach

Cherbourg SPAN (Suicide Prevention Action Network) is a Community Group made up of Cherbourg residents that have lost family to suicide. They are first responders when a suicide happens and are proactive in prevention. SPAN members support families that are going through sorry business and have recently organized grief and loss support groups with community and the AIM Church ladies.

SPAN have purchased RUOK? Shirts, promotional items to create their prevention packs which are given out to community and supporters that attend the Cherbourg RUOK Marches. These marches happen twice a year, at the beginning of the year and one in September on RUOK Day.



On the 13<sup>th</sup> October 2021 SPAN attended a strategic planning workshop and the opportunities identified as priorities for SPAN are;

- Strong leadership
- Knowledge and promotion of SPAN
- Professional development of SPAN and community members
- Advisory Group for community and service providers
- Build up self esteem
- Encourage community engagement/input
- Cultural guidelines for services
- Cultural awareness training specific to Cherbourg
- Culturally specific suicide prevention training
- SPAN/ community/ service providers more awareness of suicide prevention
- Awareness of Child Safety impact on mental wellbeing
- Schools adding wellbeing and resilience programs into curriculum
- Advocacy for dual diagnosis (Drug & Alcohol& Mental Health)
- Community trained professionals
- Local phone/helpline support
- Informing teachers of concerns impacting on children's wellbeing and behavior
- More community people to be involved in SPAN
- Train the Trainor (adapt to community)

SPAN is strong in their belief that community training is essential and advocate that "Train the Trainor" programs happen for sustainability. The SPAN group was successful in gaining funding for IASSIST & SafeTALK training to happen in Cherbourg, 80 people completed the training. Out of the 80 people, 57 aboriginal people from Murgon, Wondai and Cherbourg, majority was from Cherbourg (47) completed.

This has been a very difficult year 2021 for our community, Cherbourg SPAN have done an incredible job supporting and advocating for Cherbourg whilst dealing with their own grief and loss. They are community role models in that through their community spirit will and is leading to whole community resilience.



Picture: SPAN Members at a Planning Day with Wesley Lifeforce staff

## CHERBOURG LOCAL DISASTER MANAGEMENT

The Cherbourg Local Disaster Management Group is responsible for managing disasters in Cherbourg. They are required by the Queensland Disaster Management Act, 2003 to help the Cherbourg Aboriginal Shire Council to maintain and implement a disaster management plan.

When disasters are not happening, the Local Disaster Management Group helps the Council and the Community to try to prevent or mitigate possible disasters and prepare the community for various things that could happen such as storms, bushfires and earthquake and other things.

When disasters happen, the Local Disaster Management Group meets to solve problems and coordinate the response to the disaster. They are helped by a number of organisations including community organisations. Some of these are local and are members of our Group, but some belong to the Gympie District Disaster Management Group and they are there to support the Cherbourg Local Disaster Management Group.

If the District can't help then the State or the Commonwealth Government will try to help



Picture: Local Flooding, January 2022

For a copy of the Cherbourg Disaster Management Plan, visit the website:

[www.cherbourg.qld.gov.au/services/disaster-management/](http://www.cherbourg.qld.gov.au/services/disaster-management/)



## Appendices

### Appendix 1 – Action areas and identified community issues from community forum

Action Area	Identified Community Issues
1. Leadership	<ul style="list-style-type: none"> <li>• Gaps in service delivery</li> <li>• Service delivery (partnerships)</li> <li>• Disaster Management</li> <li>• Duplicated Services</li> <li>• Lack of communication between services and community</li> <li>• Lack of transparency</li> <li>• Politics – Dictatorship – Cronism</li> </ul>
2. Alcohol & Alcohol Management Plan	<ul style="list-style-type: none"> <li>• Not working</li> <li>• Against human rights</li> <li>• Underage drinking</li> <li>• Violence</li> <li>• Broken &amp; Smashed glass in the streets</li> <li>• Binge Drinking</li> <li>• Drink Spiking</li> </ul>
3. Social & Emotional Well Being	<ul style="list-style-type: none"> <li>• Health &amp; SEWB</li> <li>• High suicide rates</li> <li>• The need for more specialised services</li> <li>• Nutrition &amp; Diet</li> <li>• Community needs – men, women, children</li> <li>• Lack of Cultural respect</li> <li>• Dual Diagnosis</li> <li>• Therapeutic Services</li> </ul>
4. Health	<ul style="list-style-type: none"> <li>• Health &amp; SEWB</li> <li>• Heart Disease &amp; Diabetes education</li> <li>• Specialised Services</li> <li>• Nutrition &amp; Diet</li> <li>• COVID-19</li> <li>• Passive smoking – Yarni &amp; Cigarettes</li> </ul>
5. Education & Employment	<ul style="list-style-type: none"> <li>• Truancy</li> <li>• Educational outcomes</li> <li>• High numbers of unemployment</li> <li>• Guidance counselling</li> </ul>
6. Drugs	<ul style="list-style-type: none"> <li>• Used needles / syringes</li> <li>• Violence</li> <li>• Broken &amp; smashed glass in the streets</li> <li>• Drug dealers</li> <li>• Underage consumers</li> <li>• Drink spiking</li> </ul>
7. Economic Development	<ul style="list-style-type: none"> <li>• Traineeships</li> <li>• Entrepreneur</li> </ul>
8. Children & Young People	<ul style="list-style-type: none"> <li>• Child Safety</li> <li>• Parenting programs</li> </ul>
9. Policing	<ul style="list-style-type: none"> <li>• Law &amp; order</li> <li>• Community policing</li> <li>• Gambling</li> <li>• Noise</li> <li>• Violence</li> <li>• Rock Throwing</li> <li>• Car Theft</li> <li>• Filming / Recording fights</li> <li>• Patrols</li> </ul>
10. Housing & Homelessness	<ul style="list-style-type: none"> <li>• Overcrowding</li> <li>• Homelessness</li> <li>• Noise – parties</li> <li>• Gambling at houses</li> <li>• Assisted Living Accommodation</li> </ul>
11. Violence	<ul style="list-style-type: none"> <li>• DFV</li> <li>• Family Counselling</li> <li>• Elder Abuse</li> <li>• Community Violence</li> <li>• Filming / Recording of fights on the streets</li> <li>• Sexual Abuse</li> </ul>

## Appendix 2 – SWOT Analysis from community forum (Strengths, Weaknesses, Opportunities, Threats)

### S.W.O.T Analysis

#### Strengths

<ul style="list-style-type: none"> <li>• Opportunities</li> <li>• Arts &amp; Culture</li> <li>• Sports</li> <li>• Good Services</li> <li>• Leadership</li> <li>• Lots of Services</li> <li>• Identity</li> <li>• Community People</li> <li>• Skills</li> <li>• Spiritual Connection</li> <li>• Sharing lived experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Resilience – Youth</li> <li>• Education</li> <li>• Curiosity – Kids</li> <li>• Local Knowledge</li> <li>• Proud History</li> <li>• Not Remote</li> <li>• Good Infrastructure</li> <li>• Strong Values</li> <li>• Families</li> <li>• Freedom / Choice</li> <li>• Language</li> </ul>
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#### Weaknesses

<ul style="list-style-type: none"> <li>• Not working together (lack of community engagement)</li> <li>• Creating more local jobs (need more jobs for our mob)</li> <li>• Lack of trust in governments and outside people</li> <li>• Job opportunities for young people</li> <li>• Law and Order</li> <li>• No unity in community</li> <li>• Public Transport for Cherbourg</li> <li>• Murgon/ Cherbourg Police united</li> <li>• Renovations to homes – poor materials, poor action and timeframes on maintenance and repairs – 3<sup>rd</sup> / 4<sup>th</sup> world standard</li> <li>• Lack of acknowledgement</li> <li>• Lack of volunteers</li> <li>• Community reaction – no action outcomes</li> <li>• Drugs and alcohol</li> <li>• Community policing</li> <li>• Lack of funding support - housing</li> </ul>	<ul style="list-style-type: none"> <li>• Not taking actions on previous recommendations</li> <li>• More cultural awareness specific to Cherbourg</li> <li>• Lack of infrastructure and local services</li> <li>• Ownership to the local people</li> <li>• Relationship with QPS and Child Safety</li> <li>• More community events</li> <li>• Housing allocation policy</li> <li>• Support to Suicide Prevention group</li> <li>• No transport for community people to access medical treatment, shopping but every white person has a funded vehicle to use.</li> <li>• Blue / White card criteria</li> <li>• No transparency from government to community</li> <li>• Lack of respect and identity</li> <li>• Low self esteem</li> <li>• Lack of implementation of plans</li> <li>• Info sharing and communication</li> </ul>
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## Opportunities

<ul style="list-style-type: none"> <li>• Environmental jobs</li> <li>• Elders knowledge and education; identities and culture</li> <li>• Using existing resources within community and acknowledging these resources; partnerships and sharing / gathering information</li> <li>• Encouraging tertiary education and support</li> <li>• More jobs for the Mob</li> <li>• Increase self esteem</li> <li>• More career pathways; leaders in community</li> <li>• Work - Mining opportunities</li> <li>• Opportunities in Armed Forces (Army / Navy / Airforce)</li> </ul>	<ul style="list-style-type: none"> <li>• Early intervention parenting program (PPP)</li> <li>• Community engagement</li> <li>• Community trained professionals</li> <li>• Good community leaders; mentoring our young people to become leaders</li> <li>• Community development (socially and culturally) and education driven by community</li> <li>• Community people feel confident in their skill sets</li> <li>• Empower community to be resilient</li> <li>• School based traineeships and apprenticeships</li> <li>• Council to build rapport with government agencies in Cherbourg – Cherbourg Hospital, CRAICCHS, TAFE, QPS etc.</li> </ul>
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## Threats

<ul style="list-style-type: none"> <li>• Propaganda surrounding Indigenous people and the way they are portrayed in the media</li> <li>• Lack of transparency between service providers and community people</li> <li>• Loss of Community unity</li> <li>• Loss of respect</li> <li>• Loss of work ethic</li> <li>• Misinformation</li> <li>• Lockdowns</li> <li>• Distinctive differences in services in mainstream vs community eg. Policing, education and housing</li> <li>• Safe play areas for recreational use outside of operational hours</li> <li>• Training and education</li> <li>• Funding</li> <li>• Environmental – Water, EPA license, Quarry</li> <li>• Bullying</li> <li>• Negativity</li> <li>• Favouritism</li> <li>• Sexual Health</li> <li>• Lack of understanding of Aboriginal people from Non-Aboriginal people</li> <li>• Gambling</li> <li>• Lack of sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>• Breakdown of communication between service providers / Council</li> <li>• Lack of input from community people</li> <li>• Apartheidism creeping into Cherbourg Council Workforce</li> <li>• Loss of cultural practices</li> <li>• Violation of civil liberties</li> <li>• Isolation</li> <li>• Lack of resources and facilities – lack of funding and support for community lead projects and initiatives</li> <li>• Lack of community involvement</li> <li>• Jobs and employment opportunities</li> <li>• No after hours services</li> <li>• Animal Management</li> <li>• Anti-Social behaviour</li> <li>• Lack of trust</li> <li>• Pride and jealousy</li> <li>• Illicit drugs</li> <li>• Health and Wellbeing</li> <li>• Ignorance</li> <li>• Family, carers and volunteers burn out</li> <li>• Vandalism</li> <li>• Lack of Cultural values</li> </ul>
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## Appendix 3 – Support Services

### Domestic and Family Violence Support Services

Mudimba Women's Shelter	Ph: 4160 4650
Wondin-dee and Safe Haven (CTC)	Ph: 4169 5940
Men's DV Program (Graham House)	Ph: 4169 8400
Muran Djan	Ph:
CTC DV Counselling Service	Ph: 4162 7788
Laurel Place Sexual Assault Counselling	Ph: 5482 7911
Uniting Care Community	Ph: 4160 4600

### Parenting Support Services

Cherbourg Women's and Children's	Ph: 4169 8841
Early intervention and parenting	Ph: 4169 8900
Graham House	Ph: 4169 8400
Family and Child Connect	Ph: 133 264
CTC intensive family support	Ph: 4162 5973

### Call Services

Beyond Blue	Ph: 1300 224 636
Suicide Callback Service	Ph: 1300 659 467
Lifeline	Ph: 131 114
Mensline	Ph: 1800 789 978
Kids Help Line	Ph: 1800 551 800
DV Connect – Men	Ph: 1800 600 636
DV Connect – Women	Ph: 1800 811 81
Elder Abuse Helpline	Ph: 1300 651 192

**In An Emergency, Call 000**

#### Appendix 4 – Survey Response Feedback

- AMP should be lifted
- Skatepark and outdoor basketball courts for community use
- Training for young people to fill roles in organisations on community
- Housing for single mums, young men and small families
- More community engagement from service providers
- Safe housing for Elders and those with disabilities
- More 24/7 support for suicide prevention
- No afterhours support
- Education around the importance of schooling
- Social Justice Reform
- Increased support for men
- No men's shelter



**END BACK PAGE WITH ANOTHER PHOTO AND LOGOS ACKNOWLEDGING GOVT  
FUNDING BODIES, LOCAL, STATE AND FEDERAL ETC.**

# +ACTION PLAN

Please note – all priority areas are connected. Achieving these community identified priorities will significantly assist in building a stronger, healthier, happier Community where people can achieve their aspirations.

Action area 1: Leadership		Increase Community development and cohesiveness			
Priorities	Action	Responsibility	Performance indicators		
Increased expectations of contractors	<ul style="list-style-type: none"> <li>Honouring MOU and local employment.</li> <li>All service providers must sign agreement to commit to information sharing and working collaboratively.</li> <li>Campaign to encourage</li> </ul>	All Stakeholders CASC	<ul style="list-style-type: none"> <li>Number of service providers who have updated their contact details on My Community App.</li> <li>Inform community – promote transparency</li> </ul>		
Community voice	<ul style="list-style-type: none"> <li>Survey community on their identified priorities</li> <li>Utilise social media platforms in organisation to promote transparency and engagement</li> </ul>	CASC Community Support Team (CST_	<ul style="list-style-type: none"> <li>Number of surveys taken</li> <li>Attendance at forum</li> <li>Priorities identified by community</li> <li>Action Plan developed</li> </ul>		
Stronger community	<ul style="list-style-type: none"> <li>Specific cultural awareness</li> <li>Cherbourg induction – developed specifically to Cherbourg</li> <li>MOU/Agreement developed for all service delivery providers and funding bodies in Cherbourg</li> <li>Localised cultural capability training developed</li> </ul>	CASC / Community members Engage the following services: <ul style="list-style-type: none"> <li>Traditional Owners</li> <li>Ration Shed</li> <li>QLD Health</li> <li>Police</li> <li>Education</li> </ul>	<ul style="list-style-type: none"> <li>Number of services / agencies signing MOU / Agreement</li> <li>Number of staff members completing induction and training</li> <li>Cultural training is endorsed by Traditional and Historic Owners</li> <li>Training is delivered by local people</li> </ul>		
Emerging leaders	<ul style="list-style-type: none"> <li>Succession planning – all services/agencies delivering services in Cherbourg commit to increasing local employment and skills.</li> </ul>	All	<ul style="list-style-type: none"> <li>Number of local people employed by agencies.</li> <li>Agencies to commit to employing an agreed percentage of Aboriginal employees</li> </ul>		
Culture	<ul style="list-style-type: none"> <li>On country programs delivered</li> <li>Ranger program is enhanced</li> <li>Schools delivering local culture programs</li> <li>Buildings and rooms in Cherbourg given Wakka Wakka Language traditional names</li> </ul>	Traditional Owners CASC Murri Rangers Schools in District	<ul style="list-style-type: none"> <li>Number of on country programs conducted</li> <li>Number of buildings and rooms that have traditional names</li> </ul>		

Action area 2: AMP				
Community priorities	Action	Responsibility	Performance indicators	
Consult community	<ul style="list-style-type: none"><li>Collate community feedback</li></ul>	CASC CST	<ul style="list-style-type: none"><li>Number of surveys completed</li><li>Number of engagement activities undertaken</li></ul>	
Review AMP	<ul style="list-style-type: none"><li>Develop options and alternative solutions</li><li>Develop harm minimisation and risk mitigation strategies – e.g. Include mixed spirits and wine</li><li>Identify any changes to carriage limits or options</li><li>Implement a staged approach to introducing changes to AMP</li><li>Identify options for building a place for positive social engagement</li></ul>	CRAICCHS (VSM)		
Infrastructure		CASC and Community DJAG		
Impacts	<ul style="list-style-type: none"><li>Ensure community member’s opinions regarding AMP Legislation discrimination are voiced.</li><li>Government considers impact of AMP convictions on employment prospects, Blue Cards, and ability to volunteer.</li></ul>	CASC Government departments Ministers DJAG	<ul style="list-style-type: none"><li>Council acknowledges and progresses this matter with government</li><li>Government provides a response to community concerns</li></ul>	
Risk mitigation	<ul style="list-style-type: none"><li>Establish / enhance support services providing harm reduction, risk mitigation, healthy choices services</li><li>This will be included in the Health Action Plan</li><li>Focus on Rehabilitative Services</li></ul>	CASC, Government departments such as QH and QPS, CRAICCHS, Cherbourg Community Health through the Health Council Establish community health council	<ul style="list-style-type: none"><li>Increased service provision</li><li>Less alcohol infringement notices issued</li><li>Decrease in harm or injury reports due to drugs and/or alcohol</li></ul>	



Action area 3: SEWB		Increase Social and emotional wellbeing in Cherbourg			
Community priorities	Action	Responsibility	Performance indicators		
Cherbourg Community Services oversight of service provision	<ul style="list-style-type: none"> <li>Redevelop community interagency model to ensure funded organisations are accountable for service delivery and CASC has better oversight of service provision and gaps</li> </ul> <p><i>See model at Appendix XX or P. XX of CSP*</i></p>	CASC Community Members All service providers Funding bodies	<ul style="list-style-type: none"> <li>Services are being provided in Cherbourg</li> <li>Services are culturally safe and appropriate</li> <li>Regular reporting is provided to CASC through Working Groups</li> <li>Community Advisory Groups are engaged with Working Groups to ensure community input</li> <li>Terms of Reference are developed</li> <li>Investment mapping is completed and highlights strengths and weaknesses</li> </ul>		
Suicide Prevention and intervention	<ul style="list-style-type: none"> <li>Appropriate support to action SPAN action plan</li> </ul>	SPAN Service providers Government departments	<ul style="list-style-type: none"> <li>Suicide decreases</li> <li>Self-harm decreases</li> <li>Families of victims are supported</li> <li>Community informed of progress monthly</li> </ul>		
Domestic and Family Violence	<ul style="list-style-type: none"> <li>DFV Working Group established</li> <li>DFV Action Plan developed</li> <li>DFV CAG established</li> <li>DFV CoP established</li> <li>Family support and counselling</li> </ul>	Department of Justice (Lead) Service providers Community members <b>See Clarissa</b>	<ul style="list-style-type: none"> <li>Incidents of DFV decrease</li> <li>Healthy relationships increase (how to evidence?)</li> <li>Training is provided to all interested parties</li> <li>Community states they feel safer</li> </ul>		
Men's wellbeing	<ul style="list-style-type: none"> <li>Men's Working Group established</li> <li>Men's Action Plan developed</li> <li>Men's Action Group established</li> <li>Priorities identified</li> </ul>	Service providers Male community members	<ul style="list-style-type: none"> <li></li> </ul>		
Women's wellbeing	<ul style="list-style-type: none"> <li>Women's Working Group established</li> <li>Women's Action Plan developed</li> <li>Women's Action Group established</li> <li>Priorities identified</li> </ul>	Service providers Female community members	<ul style="list-style-type: none"> <li></li> </ul>		
Elder's Wellbeing	<ul style="list-style-type: none"> <li>Elders working Group established</li> <li>Elders Action Plan developed</li> <li>Elders Action Group established</li> <li>Priorities identified</li> </ul>	Service providers Community families			
Culture	<ul style="list-style-type: none"> <li>Priorities identified</li> </ul>				



Action area 4: Health		Increase health and wellbeing of Cherbourg people		
Priorities	Action	Responsibility	Performance indicators	
Improve health of Cherbourg community people	<ul style="list-style-type: none"> <li>Employ, train and fund Aboriginal Health Workers to deliver drug and alcohol education, early prevention/intervention strategies in Cherbourg.(sexual, chronic illness, Anti &amp; Post Natal, men's &amp; women's health)</li> </ul>	<p>All funded Service providers</p> <p>Govt</p>	<ul style="list-style-type: none"> <li>Number of Aboriginal Health Workers employed and trained.</li> <li>Health gap closing</li> <li>Funding agreements are in place.</li> </ul>	
Mental Health	<ul style="list-style-type: none"> <li>Dual diagnosis</li> <li>Therapeutic</li> <li>Cognitive therapy</li> <li>Counselling and training for frontline workers</li> </ul>	All funded service providers Govt	<ul style="list-style-type: none"> <li>Community members living happy &amp; independently</li> </ul>	
Alcohol and Other Drugs	<ul style="list-style-type: none"> <li>Provide funding for transport and other barriers to accessing residential rehabilitation outside of Cherbourg</li> <li>Intervention/prevention programs</li> <li>Education on Alcohol, Tobacco &amp; Other Drugs</li> </ul>	All funded service providers Govt	<ul style="list-style-type: none"> <li>Numbers of people accessing rehab services.</li> </ul>	
Rehabilitation	<ul style="list-style-type: none"> <li>Establish a drug and alcohol detoxification program</li> <li>Access to off community rehabilitation</li> <li>Adequate support in Cherbourg to access treatment on country</li> <li>Family support around accessing treatments</li> </ul>	All funded service providers Govt	<ul style="list-style-type: none"> <li>Funding is provided</li> <li>Infrastructure is developed to provide therapeutic services</li> </ul>	
Chronic illness	<ul style="list-style-type: none"> <li>Exercise groups</li> <li>Regular dietician</li> <li>Regular Nutritionist</li> <li>OT</li> <li>Paediatrician</li> <li>Physio</li> </ul>	<p>All funded service providers</p> <p>Govt</p> <p>Community members</p>	<ul style="list-style-type: none"> <li>Number of community members with chronic illness decreases</li> <li>Community educated and understand chronic disease</li> </ul>	
Service provision and cohesion	<ul style="list-style-type: none"> <li>All funded service providers working together and guided by community advisory group (CAGS)</li> </ul>	<p>All Service Providers</p> <p>Community members</p> <p>CASC</p>	<ul style="list-style-type: none"> <li>No duplication service provision</li> <li>Greater outcomes</li> <li>Community buy-in and ownership</li> </ul>	

Action area 5: Economic development and Employment		Increase education outcomes and life choice options for Cherbourg people			
Priorities	Action	Responsibility	Performance indicators		
Local Aboriginal employment	<ul style="list-style-type: none"> <li>Tender process for contractors to have % of Aboriginal workforce from Cherbourg</li> </ul>	CASC Funding bodies Service providers Govt	<ul style="list-style-type: none"> <li></li> </ul>		
Pathways	<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>		
Access to training	<ul style="list-style-type: none"> <li>Identify local training needs</li> <li>Promote availability of training and undertake community campaign</li> <li>Identify pathways to employment</li> <li>Identify barriers to attendance</li> <li>Entrepreneurs support to set up businesses</li> </ul>	Nurunderi TAFE Skill-Centred Community members Department of Employment and Training  Govt	<ul style="list-style-type: none"> <li>Increased number of Certificate qualifications achieved</li> <li>Key employment areas identified</li> <li>Enrolment numbers in courses increases</li> <li>Number of businesses in Cherbourg</li> </ul>		
Employment levels in Cherbourg are high	<ul style="list-style-type: none"> <li>On the job skilling and training</li> <li>More identified positions advertised</li> </ul>	All	<ul style="list-style-type: none"> <li>Increase in employment of community members</li> </ul>		
Skilling workforce	<ul style="list-style-type: none"> <li>Offer community members on the job training</li> <li>Upskill workers on the job</li> <li>Promotion of training options</li> <li>Promotion/encouragement of tertiary education</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>		

Action area 6: Education	Increase education outcomes and life choice options for Cherbourg people		
Priorities	Action	Responsibility	Performance indicators
Education Decrease truancy Increase educational outcomes	<ul style="list-style-type: none"> <li>Promote education messaging on all platforms</li> <li>Guidance Counselling</li> <li>Promote &amp; encourage early learning</li> </ul>	Everyone	<ul style="list-style-type: none"> <li>More younger members of community in the workforce</li> <li>Families accessing early learning</li> </ul>
Cherbourg children are attending school everyday	<ul style="list-style-type: none"> <li>Ensure children are ready and equipped to attend school everyday</li> <li>Ensure attendance data is available to Community</li> <li>NDIS support for families</li> </ul>	Education Qld Parents/Caregivers Community	<ul style="list-style-type: none"> <li>School attendance is high</li> <li>Children are attending school prepared for their day</li> </ul>
Cherbourg Children are meeting state-wide achievement targets	<ul style="list-style-type: none"> <li>Provide incentives, awards, and scholarships for students</li> <li>Ensure relevant data is available to monitor progress</li> <li>Early education of drugs &amp; alcohol</li> </ul>	Education Qld	<ul style="list-style-type: none"> <li>NAPLAN results</li> <li>Data from local schools</li> <li>Number of awards provided</li> <li>Higher number of Cherbourg young children graduating year 12 and continuing on to tertiary education</li> <li>Cherbourg residents holding professional jobs</li> </ul>



Action area 7: Children and young people		Create a community with positive lifestyle opportunities and ... for youth.			
Priorities		Action	Responsibility	Performance indicators	
Early Years		<ul style="list-style-type: none"> <li>Community members accessing early years learning programs such as Gundoo, IKC's First 5 Forever, Hippy &amp; Triple P parenting program</li> </ul>	Parents, CASC, Gundoo, Qld Health, Hippy	<ul style="list-style-type: none"> <li>0-5 years accessing early learning</li> </ul>	
Youth		<ul style="list-style-type: none"> <li>Development of Cherbourg Youth Strategy and actions</li> <li>Education about schoolies</li> </ul>	CASC	<ul style="list-style-type: none"> <li></li> </ul>	
Sport and Recreation		<ul style="list-style-type: none"> <li>Organised activities to provide positive lifestyle pathways for young people</li> <li>Support drug and alcohol-free youth events</li> </ul>	CASC Sport and Rec PCYC	<ul style="list-style-type: none"> <li></li> </ul>	
Culture		<ul style="list-style-type: none"> <li>Connecting Youth to Culture</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>	
Child Safety		<ul style="list-style-type: none"> <li>Increased family fostering</li> <li>New mothers program</li> <li>FASD education</li> <li>Anti – Natal Care</li> </ul>	Child Safety CTC CRAICCHS Qld Health	<ul style="list-style-type: none"> <li></li> </ul>	
Juvenile delinquency		<ul style="list-style-type: none"> <li>Increase after hours and weekend recreational activities</li> <li>Family support</li> <li>Education on living skills</li> <li>Earning or Learning program</li> </ul>	Youth Justice CTC Graham House	<ul style="list-style-type: none"> <li>Number and hours of recreational activities provided</li> <li>Number of young people attending activities / events.</li> </ul>	
High achievers		<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>	
Patrols*		<ul style="list-style-type: none"> <li>Increase after hours patrols to keep kids at risk out late at night safe and to provide someone for them to talk to if needed.</li> </ul>	CTC Community Members	<ul style="list-style-type: none"> <li>Night Patrol reporting shows children are being supported.</li> </ul>	
Alcohol / Drugs		<ul style="list-style-type: none"> <li>Deliver the Prevent Alcohol and Risk-Related Trauma in Youth Program to young people over 15</li> <li>Develop culturally appropriate community education resources and promote positive messaging about not using drugs and alcohol</li> </ul>	CRAICCHS / Cherbourg Community Health	<ul style="list-style-type: none"> <li>Number of programs delivered</li> <li>Number of attendees</li> <li>Number of promotions</li> <li>Decrease in youth alcohol and drug use.</li> </ul>	

\*also, part of Policing



Action area 8: Policing		Increase safety of community and provide a culturally respectful police presence in Cherbourg	Responsibility	Performance indicators
Community priorities	Action			
Alcohol management	<ul style="list-style-type: none"> <li>See AMP section</li> </ul>	CASC / Government departments	<ul style="list-style-type: none"> <li></li> </ul>	
Illegal Gambling	<ul style="list-style-type: none"> <li>Penalties</li> <li>Tenancy Management – Breach of tenancy</li> </ul>			
Community violence	<ul style="list-style-type: none"> <li>Penalties</li> <li>Education</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
Bullying	<ul style="list-style-type: none"> <li>Education</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
Increasing cultural competency of QPS	<ul style="list-style-type: none"> <li>All incoming and current officers to undertake localised Cherbourg cultural capability training and induction</li> <li>QPS to meet with community (CJG?) monthly to discuss community identified issues.</li> </ul>	QPS / CASC / CJG	<ul style="list-style-type: none"> <li>QPS engaging with and listening to community.</li> <li>Local issues are being addressed appropriately.</li> </ul>	
Increasing community policing and PLO	<ul style="list-style-type: none"> <li>Recruit PLO</li> <li>QPS involvement in community and at community events</li> </ul>	QPS	<ul style="list-style-type: none"> <li>PLO position is successfully operating in community</li> </ul>	
CCTV	<ul style="list-style-type: none"> <li>Maintain CCTV infrastructure</li> </ul>	QPS / DATSIP	<ul style="list-style-type: none"> <li>CCTV is in good working order and assisting with community safety</li> </ul>	
Promote community policing to encourage community to work with QPS to identify drug suppliers.	<ul style="list-style-type: none"> <li>Radio and social media promotion</li> <li>Dob in a dealer</li> </ul>	CASC, QPS, Us Mob Radio	<ul style="list-style-type: none"> <li>Evidence of improved relationships with police</li> </ul>	

Action area 9: Housing and Homelessness		See Cherbourg Local Housing Plan			
Community priorities		Action	Responsibility	Performance indicators	
Infrastructure		<ul style="list-style-type: none"> <li>Community Engagement</li> <li>Option for Tenant to choose home design</li> <li>Choices, single, partnered, amount of bedrooms</li> </ul>	CASC, TWG, Govt		
Overcrowding		<ul style="list-style-type: none"> <li>Community Engagement</li> <li>Single accommodation</li> <li>Town planning</li> <li>Assisted living accommodation</li> <li>Referral to Dept Housing in SB area</li> </ul>	CASC Dept Housing		
Housing design		<ul style="list-style-type: none"> <li>Community Engagement</li> <li>Planning</li> <li>Tenant have options to choose</li> <li>Assisted Living</li> <li>Accommodation for – elders, chronic illness, mental illness (NDIS)</li> </ul>	CASC Community Members		
Healthy Housing		<ul style="list-style-type: none"> <li>Regular house inspections</li> <li>Tenant education</li> </ul>	CASC Community	Less tenant damage Less major renovations	
Use of housing for illegal Activity		<ul style="list-style-type: none"> <li>Housing Policy (CASC tenancy Management) – can't sell drugs from your home, no gambling, can't make your home a little shop, Noise/parties.</li> <li>Appropriate messaging on all media platforms re: Policies</li> </ul>	CASC, Police		

# Indigenous Leaders Forum

## June 2023

### Key Actions

#### SGFA Methodology

1. Follow up with Minister Enoch to get a good understanding of how the population aspect of the methodology will work. Noting key concerns with the census data.

#### Indigenous Cabinet Meeting

2. Follow up with Minister Enoch about pursuing the Indigenous Cabinet Meeting with the Premier and progress on reviewing and better activating Ministerial Champions.

#### OIA

3. The LGAQ will provide an update to the ILF on the ongoing work for Annual Conference resolution #20.
4. The LGAQ will continue advocacy from 2022 Annual Conference resolution #20 detailed below:

#### 2022 Annual Conference Resolution #20

The LGAQ calls on the State Government to direct the Office of the Independent Assessor to review the current conflict of interest laws in relation to the family and community obligations, complexity of community life, and duties that councillors in First Nations councils conduct day to day. Without reasonable scope for councillors to take part in family and community events and cultural commitments, there is no reasonable way that council operations can continue to function.

#### Local Thriving Communities

5. First Nations Councils to reach out to Minister Enoch with feedback on LTC. *The LGAQ will share the direct contact details after the Forum.*

#### DESBT Feedback

6. Reach out to Minister Farmer or the Indigenous Liaison Officers based in Cairns to link in with:
  - a. Skilling Queenslanders for Work
  - b. Deadly Business Program
  - c. Other services
7. Reach out to Minister Farmer to ensure representation in the VET review

#### Blue Card Program



8. Follow-up with Minister Farmer's commitment to look at the Blue Card program complexities.

#### **Indigenous Reference Group**

9. Follow-up with Minister Farmer's commitment to re-igniting the Indigenous Reference Group with DESBT.

#### **Youth and Community Programs**

10. Follow up letter to Bob Gee to pursue codesign process with First Nations councils on community led, and owned,

#### **National Redress Scheme**

11. LGAQ will provide contact details for KnowMore Legal Services to councils.

## **Possible Motions**

### **Youth**

Possible Motion – that the LGAQ ask state and federal government to assist councils in developing a young people / youth framework to take back to individual councils as well as investment.

*Led by TSIRC.*

### **Health**

Possible Motion - that the LGAQ ask state government to investigate health service delivery to ensure appropriate integration with complementary services in First Nations communities.

Possible Motion - that the LGAQ ask state government to consider community-led palliative care models to ensure First Nations peoples have their right to heal and seek end-of-life support on country.

Possible Motion – That the LGAQ seek better roll out of 'home' dialysis" programs to include a more expansive "community dialysis" approach - to allow dialysis to take place in community in a safe environment more appropriate to a First Nations context.

### **Masig Statement**

Possible Motion (TSIRC advised that they will be pursuing a motion calling for LGAQ support of the Masig Statement)