

Cherbourg Aboriginal Shire  
Council

Working  
Papers

For Council Meeting 15 & 16 January 2025

## Reports

1. Minutes (Unconfirmed)
2. Mayor's Report
3. Chief Executive Officer
4. Corporate Services
5. Operations Department
6. Community Support

1. Minutes (Unconfirmed)

***Cherbourg  
Aboriginal  
Shire  
Council***

***Minutes – Council  
Meeting***

***11 & 12 December 2024***

MINUTES

COUNCIL MEETING

HELD ON 11 & 12 DECEMBER 2024

Attendance

*Deputy Mayor Carla Fisher  
Cr Gordon Wragge  
Cr Tom Langton  
Cr Daniel Weazel*

*Officers: CEO - Zala  
Minute Taker - Eileen Jacobs*

*Deputy Mayor Carla Fisher Chaired the meeting*

*9.31am Deputy Mayor Opened Meeting  
Welcome to Country - Cr Daniel Weazel  
Sorry Business - 1 Minute Silence*

*Leave of Absence - Mayor Bruce Simpson*

Resolution

*Council resolves to grant Leave of Absence to Mayor Bruce Simpson due to illness.*

*Moved: Cr Daniel Weazel  
Seconded: Cr Tom Langton*

*Motion No. 2656 Carried  
For Vote: Council Voted Unanimously*

Councillor Obligations

Prescribed Conflict of Interest

*Nil*

Declarable Conflict of Interest

*Nil*

Register of Interest

*Nil*

Minute Approval

*Cherbourg Aboriginal Shire Council resolves that the minutes of the Council Meeting held on 20 & 21 November 2024 be adopted.*

*Moved: Cr Tom Langton  
Seconded: Cr Gordon Wragge*

*Motion No. 2657 Carried  
For Vote: Council Voted Unanimously*

MAYOR'S REPORT

*Mayor Report was presented*

Report Approval

*Council resolves that the Mayor's Report be adopted.*

*Moved: Cr Tom Langton  
Seconded: Cr Gordon Wragge*

*Motion No. 2658 Carried  
For Vote: Council Voted Unanimously*

CHIEF EXECUTIVE OFFICER REPORT

*CEO Presented his report*

New Sub Division – Fisher Street Development

*The Development Application Process and Native Title Process for this project was presented.*

Resolution

*In relation to the New Sub Division – Fisher Street Development, Council;*

- a. Confirm the receipt of progress of the New Subdivision- Fisher Street-Development*
- b. Hold the Collins Rd Subdivision Process until the Fisher Street Development get approved with the Native Title process*

*Moved: Cr Gordon Wragge  
Seconded: Cr Daniel Weazel*

*Motion No. 2659 Carried  
For Vote: Council Voted Unanimously*

Cherbourg Aboriginal Shire Council Elders Advisory Group

The Elders Advisory Group meeting for December has been scheduled for 13 December 2024 at 2.00pm. As Council's December meeting date has been moved forward 1 week, the elders meeting minutes will be submitted to council's January 2025 meeting.

Resolution

That the Cherbourg Aboriginal Shire Council Elders meeting minutes be submitted to Council's January 2025 meeting.

Moved: Cr Gordon Wragge

Seconded: Cr Tom Langton

Motion No. 2660 Carried  
For Vote: Council Voted Unanimously

Organisation Reconstructure 2024

As we have lost our long term WHS Advisory Greg Mashford, CEO is recommending that the WHS and HR functions be combined to form a People and Culture Section. A new organizational structure including this new section has been submitted for council perusal.

Resolution

in relation to the recommendation regarding the Organisational Restructure 2024;

- a. Council adopt the updated Organistion Structure for effective management of council
- b. Current HR Advisor takes the new role of Manager, People and Culture to manage WHS and HR Functions

Moved: Cr Tom Langton

Seconded: Cr Daniel Weazel

Motion No. 2661 Carried  
For Vote: Council Voted Unanimously

Cherbourg Safety Proposal – Generational Care

With the current law and order situation and delays with QPS Protective Services Officers, we have received a proposal from Generation Care – Albert Bowie to conduct night patrols and programs to address safety measures in Cherbourg.

Resolution

that in relation to Generational Care’s Cherbourg Safety Proposal, Council;

1. Hasn’t budgeted for the cost of night patrols in our community, total cost for 13 weeks could be very expensive
2. Take the proposal to various funding bodies to find the funding to begin the community led night patrols

Moved: Cr Daniel Weazel

Seconded: Cr Gordon Wragge

Motion No. 2662 Carried  
For Vote: Council Voted Unanimously

Gunyah Residential Home Build & Indigenous Youth Intervention Project Development

Cr Daniel Weazel advised declarable Interest – as John Smith Gumbula of Gunyah Residential Home Build & Indigenous Youth Intervention Project is Cr Daniel Weazel’s relative

Council voted on whether Cr Daniel Weazel to remain in meeting to observe

For – 3

Against - 0

Council voted unanimously that Cr Daniel Weazel could remain in the meeting – (Gunyah Residential Home Build & Indigenous Youth Intervention Project Development)

Resolution

In relation to Gunyah Residential Home Build & Indigenous Youth Intervention Development Council decided that Cr Daniel Weazel Remain in Meeting to observe .

Moved: Cr Gordon Wragge

Seconded: Cr Tom Langton

Motion No. 2663 Carried  
For Vote: Council Voted Unanimously



Gunyah Residential Home Build & Indigenous Youth Intervention Project Dev

Gunyah Residential Home Build & Indigenous Youth Intervention Project Development has submitted an NDA, Project brief, Expression of Interest for this project.

Resolution

*In relation to the Gunya Residential Home Build & Indigenous Youth Intervention Project Development, council agree to prepare a Non-Disclosure Agreement to start the process of exploring the funding and detailed project process.*

*Moved: Cr Tom Langton  
Seconded: Cr Gordon Wragge*

*Motion No. 2664 Carried  
For Vote: Council Voted Unanimously*

*CEO left meeting*

2024 CEO Performance Review

*Council Advisor submitted the CEO Performance Review for council perusal.*

Resolution

*In relation to the annual performance review of the CEO, the Council:-*

- A. Note that the Mayor has undertaken the annual performance review of the CEO with feedback being provided via a 360° review process with input from Councillors and managers;*
- B. Recognise the very positive outcomes of the CEO performance review and thank the CEO for his outstanding service to Council during 2024; and*
- C. Note that in accordance with the provisions of the CEOs contract, a CPI only increase has been applied to the CEOs remuneration at the request of the CEO.*

*Moved: Cr Gordon Wragge  
Seconded: Cr Tom Langton*

*Motion No. 2665 Carried  
For Vote: Council Voted Unanimously*

Report Approval

*Cherbourg Aboriginal Shire Council resolves that the CEO's Report be adopted.*

*Moved: Cr Gordon Wragge  
Seconded: Cr Daniel Weazel*

*Motion No. 2666 Carried  
For Vote: Council Voted Unanimously*

ECONOMIC & COMMUNITY DEVELOPMENT

*Economic & Community Development Manager presented his report.*

Arafua Lease

*The Arafua Lease - lease of the old abattoir building to establish a housing manufacturing plant in the community.*

*Arafua is Requesting a 5 Year Lease with option for a further 5 Years. 1<sup>st</sup> year rent free and wish to commence production on 15 January 2025.*

*At this point in time Council is in agreement with the lease however Council is still to negotiate an ILUA with the Wakka Wakka Traditional Owners.*

Resolution

*That council agree to progress the Arafua Lease however it is contingent on the Wakka Wakka Traditional Owners ILUA with council .*

*Moved: Cr Gordon Wragge  
Seconded: Cr Daniel Weazel*

*Motion No. 2667 Carried  
For Vote: Council Voted Unanimously*

Report Approval

*Cherbourg Aboriginal Shire Council resolves that the Economic & Community Development Report be adopted.*

*Moved: Cr Gordon Wragge  
Seconded: Cr Tom Langton*

*Motion No. 2668 Carried  
For Vote: Council Voted Unanimously*

CORPORATE SERVICES REPORT & FINANCE REPORT

*The Corporate Services & Finance Managers presented their report.*

Report Approval

*Cherbourg Aboriginal Shire Council resolves that the Corporate Services & Finance Report be adopted.*

*Moved: Cr Tom Langton  
Seconded: Cr Daniel Weazel*

*Motion No. 2669 Carried  
For Vote: Council Voted Unanimously*

COMMUNITY SERVICES REPORT

*Community Services Manager presented her report.*

Report Approval

*Cherbourg Aboriginal Shire Council resolves that Community Services Report be adopted.*

*Moved: Cr Gordon Wragge  
Seconded: Cr Daniel Weazel*

*Motion No. 2670 Carried  
For Vote: Council Voted Unanimously*

OPERATIONS DEPT REPORT

Operations Dept Manager's presented his report

Purchase new Truck

Council requires a new Truck to pull the excavator.

2 Tenders have been received for the purchase of a new truck.

Tender 1 - IVECO

New Truck at a cost of \$350K

Tender 2 - James Baker

Used Truck with Trailer cost \$275K

Operations Manager Recommendation- is for council to purchase the second hand truck as it

- Does the job
- Has a trailer
- Cheaper

Resolution

*Cherbourg Aboriginal Shire Council resolves to purchase the Recommended Used Truck from James Baker as it does the job, has a trailer and is cheaper at \$275K plus GST.*

*Moved: Cr Tom Langton  
Seconded: Cr Gordon Wragge*

*Motion No. 2671 Carried  
For Vote: Council Voted Unanimously*

Report Approval

*Cherbourg Aboriginal Shire Council resolves that the Operations Dept Report be adopted.*

*Moved: Cr Tom Langton  
Seconded: Cr Gordon Wragge*

*Motion No. 2672 Carried  
For Vote: Council Voted Unanimously*

CORRESPONDENCE

Lurlene Langton

Lurlene has submitted a painting for sale.

Council is currently considering purchasing local paintings and will add this one to the list of possibles.

Third Sector – Justice Forum

This forum will be held in Melbourne on 25-28 February 2025. Mayor Simpson has expressed an interest in attending this forum as he is working on Justice Reinvestment for the Community.

Resolution

Council approves that Mayor Bruce Simpson attends the Justice Forum in Melbourne 25-28 February 2025.

Moved: Cr Gordon Wragge

Seconded: Cr Daniel Weazel

Motion No. 2673 Carried  
For Vote: Council Voted Unanimously

Forestry Hub

Info – Caring for Country, Forestry and Wood Products Knowledge Sharing Collaboration  
Moon-da-gatta Yarning – Listening to hear and Dreaming big  
2 December 2024 held face to face at Brian Pastures Research Centre via Gayndah

Shadow Minister – Shadow Minister Closing the Gap, Seniors & Disability, Integrity & Arts

Minister Enoch Seeking feedback - Path to Treaty

1.36pm meeting closed

MINUTES

COUNCIL MEETING

HELD ON 12 DECEMBER 2024

Attendance

Deputy Mayor Carla Fisher  
Cr Tom Langton  
Cr Daniel Weazel  
Cr Gordon Wragge

Apologies: Mayor Bruce Simpson

Officers: CEO - Zala  
Minute Taker - Eileen Jacobs

9.30am Mayor Opened Meeting

10-Year Strategic Capital Plan

The 10-Year Strategic Capital Plan (a new Cherbourg housing plan) has been submitted for Council Endorsement.

The Council is the Local Government Authority for the Cherbourg Aboriginal Shire Council area. As the Local Government Authority, Council as duly elected representatives of the community, through local decision making has the responsibility of deciding what is in the best interest of the community, to advance the community.

It is considered that approving the 10 Year Strategic Capital Plan is of benefit to the Cherbourg community.

Resolution

That Council as the Local Government Authority and Trustee of the DOGIT approves the 10 - Year Strategic Capital Plan.

Moved: Cr Daniel Weazel  
Seconded: Cr Tom Langton

Motion No. 2674 Carried  
For Vote: Council Voted Unanimously

Boundary Changes – Murray Road

This request is being submitted concurrently with a development application, lodged with South Burnett Regional Council (SBRC), seeking:

Development Permit for Reconfiguring a Lot for Subdivision (1-into 2 lots comprising one (1) residential lot and a balance lot and new public road). The proposal relates to an existing residential dwelling located on the eastern boundary with Cherbourg Aboriginal Shire Council, whose residents are members of the Cherbourg Community.

Council (Cherbourg Aboriginal Shire Council) Local government Area (LGA). This proposal seeks to adjust the boundary between Cherbourg Aboriginal Shire Council and SBRC LGAs to incorporate the proposed residential lot (proposed Lot 13) and extension to Murray Road into the Cherbourg Aboriginal Shire Council LGA. The balance area of Lot 13 on SP104351 will remain within the SBRC LGA.

The external boundary change is sought on the basis that there is clear social need for the existing dwelling house and tenants to be included within the formal jurisdiction of Cherbourg Aboriginal Shire Council.

Resolution

That Cherbourg Aboriginal Shire Council adopts the below resolution to finalise the Murray Road Boundary changes;

Cherbourg Aboriginal Shire Council writes to the Honourable Steven Miles, Minister for State Development, Infrastructure, Local Government and Planning, and the Premier the Honourable Anastasia Plaszczyk advising that Council is in support of an external local government boundary change, as initiated by the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTASTIPCA), acting on behalf of Cherbourg Aboriginal Shire Council, in the change request letter dated 24 October 2023.

Council acknowledges the recent development permit approval for the Reconfiguration of a Lot to subdivide the historical Lot 13 on SP104351, issued by South Burnett Regional Council by decision notice approval reference is: RAL23/0034 approval issued via decision notice on 13 August 2024.

This resolution is in support of the following;

<u>Parcel</u>	<u>Wholly</u> <u>South Burnett Regional Council</u>	<u>Wholly</u> <u>Cherbourg Aboriginal Shire Council</u>
<u>Lot 13 SP104351</u>		√
<u>Lot 130 SP104351</u>	√	

Moved: Cr Gordon Wragge

Seconded: Cr Daniel Weazel

Motion No. 2675 Carried  
For Vote: Council Voted Unanimously

10.50am Meeting Closed

## 2. Mayor's Report



# Mayors Report

## Council Meeting 15 & 16 January 2025

1. **Darling Downs Health** – Cherbourg Health Council and quarterly meetings (self-determination model)
2. **Justice Group** – Director, Murri and Youth Court and quarterly meetings (self-determination model)
3. **Education** – Principal and Decision Makers quarterly meetings (self-determination model)
4. **Law and Order** – positive relationships with Police, Surge response of police during the December month.
5. **Truth telling (ICIP)** – Reconciliation Chairs – Treaty Agreements – Letter to the Prime Minister
6. **Advocacy** – to concentrate on MCC, Social Housing and Small Business

**Bruce Simpson**  
**Mayor**

Corporate Services Manager  
January 2025



- Human Resources (HR) now restructured according to new org chart. HR now reports to the CEO

### Housing

Housing software presentations have concluded, and a decision has been made to go with CHINTARO. The other presentations were well received and appreciated. The costs were similar and other indicators fitted our choice, I have documented the quotes with our finance team for transparency purposes.

Roll out of this software will begin at the end of March 2025, after 3<sup>rd</sup> quarter reporting. This will allow plenty of time for change management for staff and community. We are expecting some real changes in our service to community and tenants.

### Finance

Finance team have done an outstanding job over the Christmas period. We dealt with a difficult situation, Christmas and New Years Day in the middle of the week, with little fuss. The planning and execution went ahead without a hitch.

We will be advertising for in the coming weeks for a new finance officer. Kayla has been a standout since her time with us and we wish her all the very best for her future. She has been a big help to numerous staff and team members, myself included. She will be missed but the show must go on.

---

*My report is affested by a delayed return to work. I spent three days in the hospital, the week I was set to return following annual leave. Combined with the Christmas and New Year break, it's been a slow and steady start to 2025. We're expecting a big 2025 though.*

Thank you,

### 3. Chief Executive Officer

## 4. Corporate Services

# FINANCE MANAGER REPORT AS AT

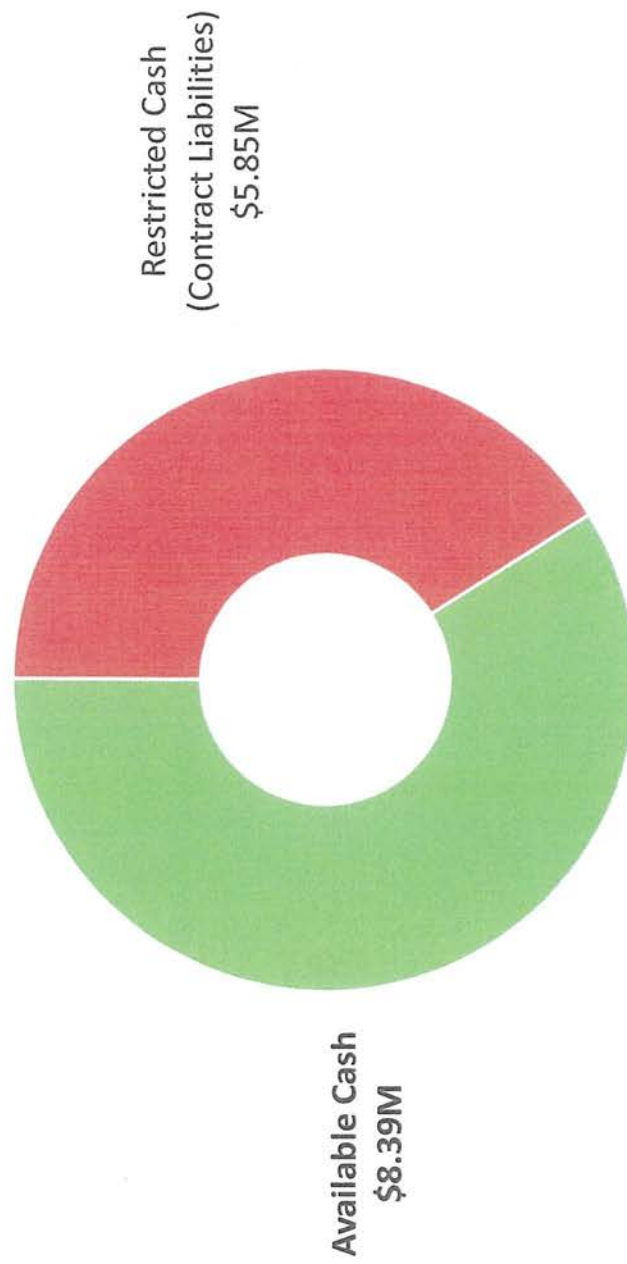
31 Dec 2024



**Cash and Investments:**

Cash at bank as at 31 Dec is \$14.24 M with restricted cash component (contract liability) is \$5.85M. So, available cash balance after satisfying the performance obligations is \$8.39M. Interest revenue for the Dec is \$247,603.

**Cash Balance**



Restricted Cash Listings :

Closing Balance Period 2

Project	Contract Asset	Contract Liability	Grand Total
8 Fisher Street Capital Upgrade		(5,700.22)	(5,700.22)
Capital Works Grant Safety & Wellbeing Program		(1,919,740.51)	(1,919,740.51)
QRA LRR GRANTS	47,410.36		47,410.36
WATER RESERVIOR PROJECTS- DEPARTMENT	0.00		0.00
DRFA Flood Warning Systems	145,112.65		145,112.65
Cherbourg Radio Tower	18,180.00		18,180.00
LRCI Phase 4		(37,701.00)	(37,701.00)
Cherbourg Industrial Site Upgrade - REEF		(1,900,000.00)	(1,900,000.00)
New Housing- Remote Capital Program		(1,025,967.00)	(1,025,967.00)
W4Q 2024-27-		(841,298.89)	(841,298.89)
FY 2024-25 First Start Program (DETE)		(120,000.00)	(120,000.00)
<b>Grand Total</b>	<b>210,703.01</b>	<b>(5,850,407.62)</b>	<b>(5,639,704.61)</b>



	Actual	Budget	Year to Date	Variance	Traffic Light
Grants & Subsidies	\$ 6,172,727	\$ 3,086,004	\$ 3,086,723	100.02%	
Fees & Charges	\$ 454,553	\$ 487,860	\$ (33,307)	-6.83%	⊗
Sales & Recoverable Works	\$ 3,338,439	\$ 3,968,766	\$ (630,327)	-15.88%	⊗
Interest Revenue	\$ 247,603	\$ 169,998	\$ 77,605	45.65%	⊙
Rent	\$ 638,236	\$ 608,364	\$ 29,872	4.91%	⊙
Other Income	\$ 124,721	\$ 154,242	\$ (29,521)	-19.14%	⊗
<b>Total Income</b>	<b>\$10,976,280</b>	<b>\$ 8,475,234</b>	<b>\$ 2,501,046</b>	<b>29.51%</b>	
Employee Costs	\$ 4,077,214	\$ 4,043,622	\$ 33,592	0.83%	⊙
Materials & Services	\$ 3,166,462	\$ 2,354,010	\$ 812,452	34.51%	⊗
Depreciation	\$ 5,767,063	\$ 5,254,644	\$ 512,419	9.75%	⊙
Finance Costs	\$ 47,865	\$ 47,382	\$ 483	1.02%	⊙
<b>Total Expenditure</b>	<b>\$13,058,604</b>	<b>\$ 11,699,658</b>	<b>\$ 1,358,946</b>	<b>11.62%</b>	
<b>Net Surplus/(Deficit)</b>	<b>\$ (2,082,325)</b>	<b>\$ (3,224,424)</b>	<b>\$ 1,142,099</b>	<b>-35.42%</b>	

Comments
<ul style="list-style-type: none"> <li>•Timing issue for FAGS funding . It was paid in advance for the full year (\$1.5M) extra to the end of Dec).</li> <li>•Timing issue for SGFA funding . It was paid in advance for the full year (\$1.059M) extra to the end of Dec ).</li> <li>•Additionally NIAA radio station , Sports Centre, Combined \$267K extra grant received compared to the budget figures.</li> <li>•Digital Innovation grant and Play our way Participation grant not budgeted ; \$215K</li> <li>•CRA Flood study &amp; REPA Previous year claim not Budgeted ; Total income for the month of Dec was \$200K.</li> </ul>
On track
<ul style="list-style-type: none"> <li>•Timing issue for Q build upgrade income : \$1.15m variance. Annual budget figure is \$2.3M.</li> <li>•Additionally, Cherbourg Call centre Private Enterprise has \$262K Variance . MRF Income under the budget revenue by \$40K.</li> <li>•Offset by extra revenue from Q build R &amp; M: \$282K</li> <li>• offset by Dismodification extra revenue \$548K. Annual revenue forecast was only \$137,500.</li> </ul>
Higher interest revenue due to increase in interest rates.
On track
Radio station self-generated income and YAG sales is less than budgeted amount . The total variance is \$31K.
On track
<ul style="list-style-type: none"> <li>•Insurance invoice paid in advance for full year renewal and thus variance of \$ 285K .</li> <li>•Q build Responsive program overspent by \$495K</li> <li>•Surepac renewal invoice of \$84K paid in advance and not budgeted .</li> <li>•The overspent is offset by underspent in FAGS funding Cost centre \$63K and total underspent of \$75K in ILSC, Joinery &amp; Dept of Tourism sports funding e.t.c .</li> </ul>
Housing & Building & Other structures Depreciation higher than Budgeted amount.
On track

# Cherbourg Aboriginal Shire Council Operating Actual Vs Budget FY 2024-2025

**YTD Operating Income**  
Actual: \$11.01M  
Variance: \$2.53M ▲29.9%

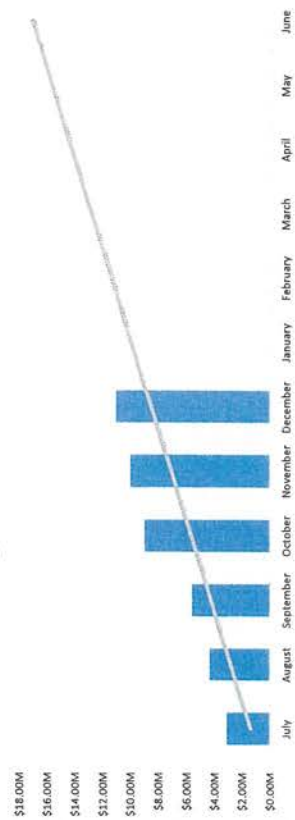
**YTD Operating Expenditure**  
Actual: \$13.06M  
Variance: (\$1.36M) ▲(10.4%)

**Operating Surplus Ratio**  
-18.97%

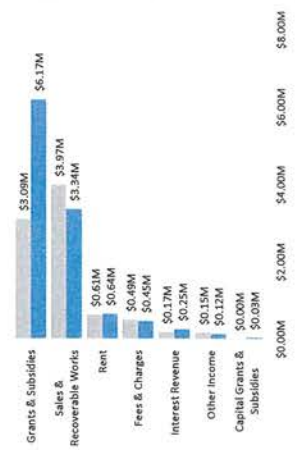
Legend:  
■ Budget  
■ Actual  
■ Positive Variance  
■ Negative Variance



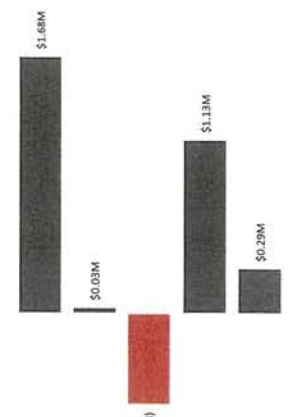
Total Income - Actual vs Budget



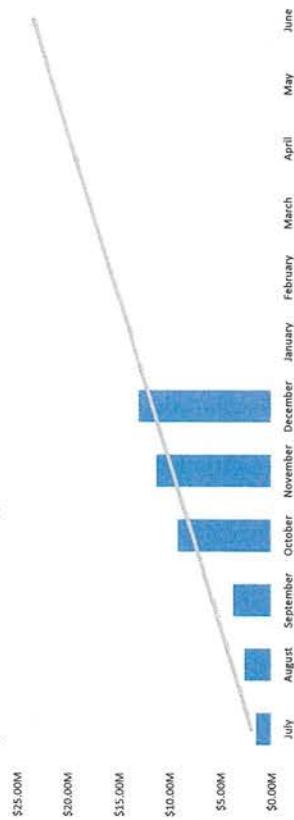
Income YTD



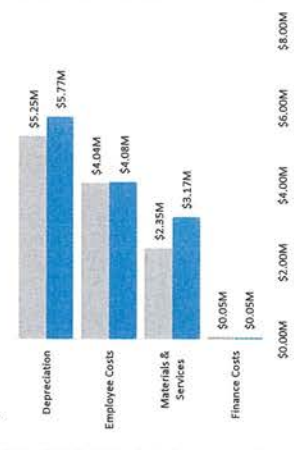
YTD Income Variance By Directorate



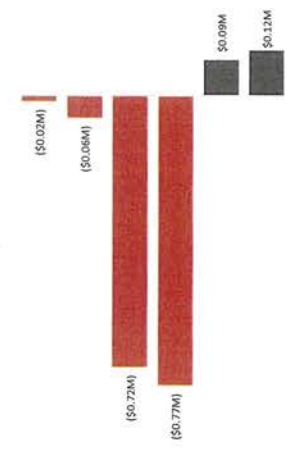
Total Expenditure - Actual vs Budget



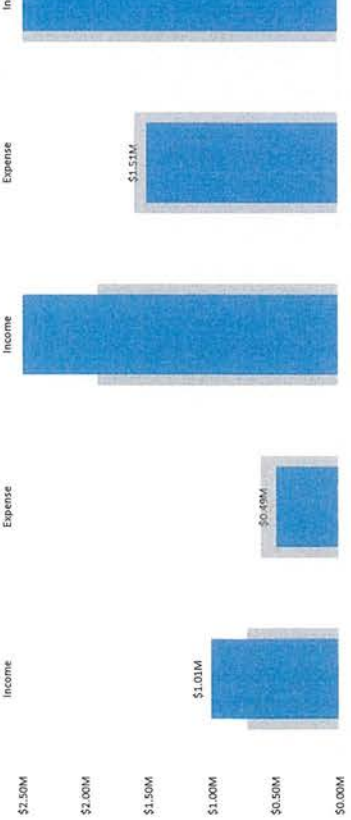
Expenditure YTD



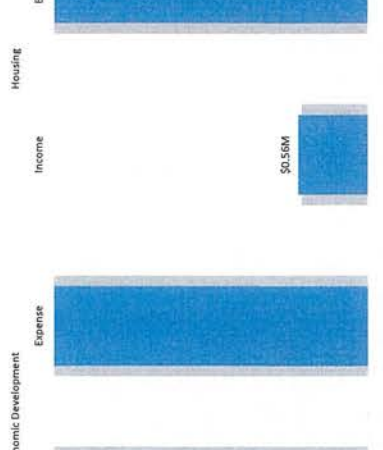
YTD Expenditure Variance By Directorate



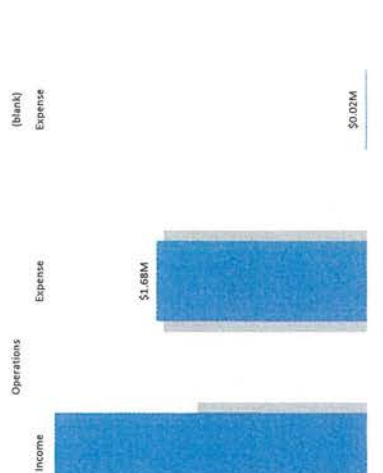
Total Expenditure - Actual vs Budget



Expenditure YTD



YTD Expenditure Variance By Directorate



**Cherbourg Aboriginal Shire Council**  
**Financial Position**  
**FY 2024-2025**

**YTD Assets**  
 Current \$15.74M  
 Non-Current \$208.36M

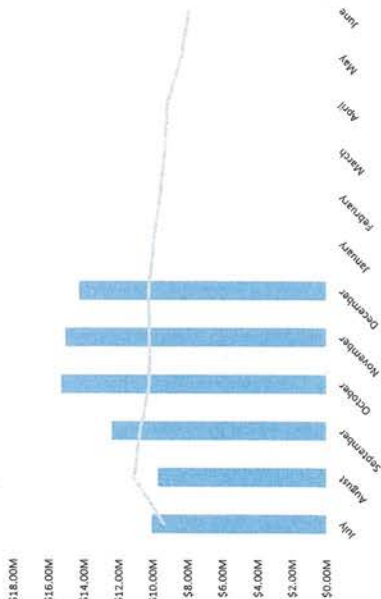
**YTD Liabilities**  
 Current \$6.95M  
 Non-Current \$3.56M



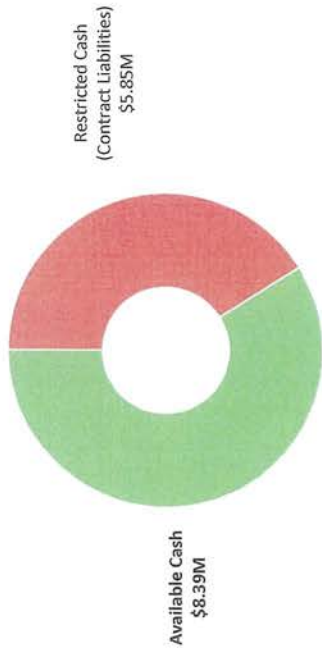
Actual — Prior Year  
 Decrease ▲ Increase ▼

**Net Financial Asset/Liability Ratio**  
 -48%

Cash & Cash Equivalents



Cash Balance



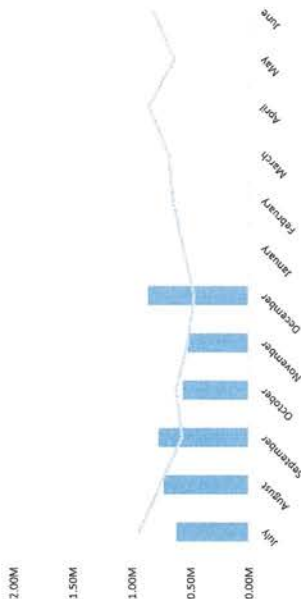
**Current Assets**

Cash & Cash Equivalents	\$14.24M
Contract Assets	\$0.21M
Trade & Other Receivables	\$0.86M
Inventories	\$0.31M
Biological Assets	\$0.13M
<b>Total Current Assets</b>	<b>\$15.74M</b>

**Non-Current Assets**

Buildings	\$37.19M
Furniture & Fittings	\$0.00M
Houses	\$123.82M
Infrastructure	\$38.14M
Land	\$1.92M
Motor Vehicles	\$0.89M
Plant & Equipment	\$4.84M
Work in Progress	\$1.56M
<b>Total Non-Current Assets</b>	<b>\$208.36M</b>

Debtors & Receivables



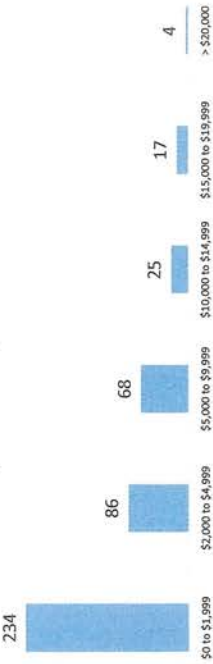
Rent Debtors

Number of Rent Debtors: **434 ▲**

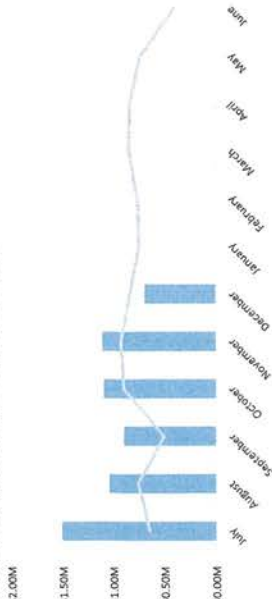
Average \$ Outstanding: **\$3,698 ▼**

Total \$ Outstanding: **\$1,605,146 ▲**

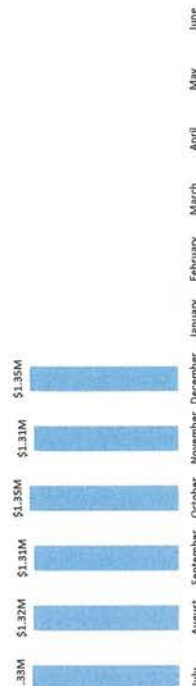
Number of Rent Debtors by Amount Owing



Accounts Payable & Other Current Liabilities



Rent Debtors > 90 Days Outstanding



**Current Liabilities**

Contract Liabilities	\$5.85M
Trade & Other Payables	\$0.70M
Current Provisions	\$0.40M
<b>Total Current Liabilities</b>	<b>\$6.95M</b>

**Non-Current Liabilities**

Non-Current Provisions	\$3.07M
Trade & Other Payables	\$0.49M
<b>Total Non-Current Liabilities</b>	<b>\$3.56M</b>

**Total Liabilities** **\$10.51M**

**Equity**

Retained Surplus	\$86.03M
Asset Revaluation Surplus	\$127.56M
<b>Total Equity</b>	<b>\$213.59M</b>

**Total Liabilities & Equity** **\$224.10M**

6

**Rental Debt in Millions**

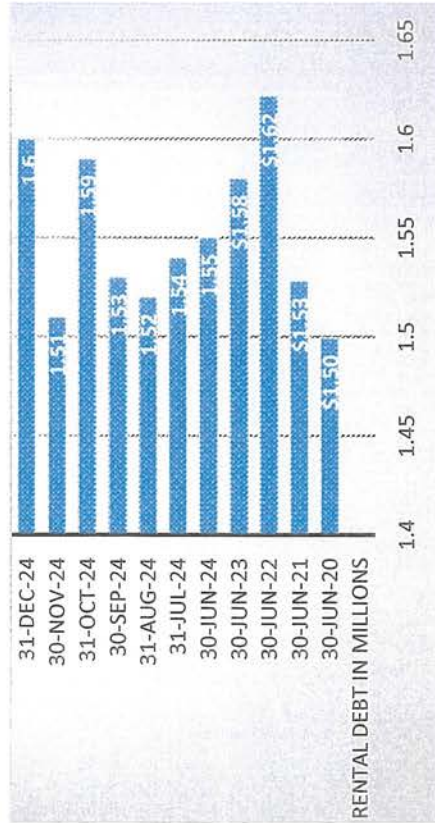
30-Jun-20	\$	1.50
30-Jun-21	\$	1.53
30-Jun-22	\$	1.62
30-Jun-23	\$	1.58
30-Jun-24		1.55
31-Jul-24		1.54
31-Aug-24		1.52
30-Sep-24		1.53

**1.59** Note : Aged debtors report generated on 12 Nov 2024

1.51

**1.6** Note : Aged debtors report generated on 9 Jan 2025

Jan invoice \$134K is included in the report



Whole Of Council

	December			Year to Date			Full Year Budget	Traffic Light	
	Actual	Budget	\$ Variance	% Variance	Actual	Budget			\$ Variance
Grants & Subsidies	\$ 24,700	\$ 514,334	\$ (489,634)	-95.20%	\$ 6,172,727	\$ 3,086,004	\$ 3,086,723	100.02%	🟢
Fees & Charges	\$ 1,136	\$ 81,310	\$ (80,174)	-98.60%	\$ 454,553	\$ 487,860	\$ (33,307)	-6.83%	🟢
Sales & Recoverable Works	\$ 749,874	\$ 661,461	\$ 88,413	13.37%	\$ 3,338,439	\$ 3,968,766	\$ (630,327)	-15.88%	🟡
Interest Revenue	\$ 54,552	\$ 28,333	\$ 26,219	92.54%	\$ 247,603	\$ 169,998	\$ 77,605	45.65%	🟢
Rent	\$ 166,832	\$ 101,394	\$ 65,438	64.54%	\$ 638,236	\$ 608,364	\$ 29,872	4.91%	🟢
Other Income	\$ 18,636	\$ 25,707	\$ (7,071)	-27.51%	\$ 124,721	\$ 154,242	\$ (29,521)	-19.14%	🟡
<b>Total Income</b>	<b>\$ 1,015,731</b>	<b>\$ 1,412,539</b>	<b>\$ (396,808)</b>	<b>-28.09%</b>	<b>\$ 10,976,279</b>	<b>\$ 8,475,234</b>	<b>\$ 2,501,045</b>	<b>29.51%</b>	
Employee Costs	\$ 366,285	\$ 673,937	\$ (307,652)	-45.65%	\$ 4,077,214	\$ 4,043,622	\$ 33,592	0.83%	🟢
Materials & Services	\$ 410,823	\$ 392,335	\$ 18,488	4.71%	\$ 3,166,462	\$ 2,354,010	\$ 812,452	34.51%	🟡
Depreciation	\$ 971,017	\$ 875,774	\$ 95,243	10.88%	\$ 5,767,063	\$ 5,254,644	\$ 512,419	9.75%	🟢
Finance Costs	\$ 10,905	\$ 7,897	\$ 3,008	38.09%	\$ 47,865	\$ 47,382	\$ 483	1.02%	🟢
<b>Total Expenditure</b>	<b>\$ 1,759,030</b>	<b>\$ 1,949,943</b>	<b>\$ (190,913)</b>	<b>-9.79%</b>	<b>\$ 13,058,604</b>	<b>\$ 11,699,658</b>	<b>\$ 1,358,946</b>	<b>11.62%</b>	
<b>Net Surplus/(Deficit)</b>	<b>\$ (743,299)</b>	<b>\$ (537,404)</b>	<b>\$ (205,895)</b>	<b>38.31%</b>	<b>\$ (2,082,325)</b>	<b>\$ (3,224,424)</b>	<b>\$ 1,142,099</b>	<b>-35.42%</b>	

# Housing Report January 2025



**TENANCY MANAGER & HOUSING OFFICER:**

As I have just returned to work after holidays this week has started out quite busy with the Tenancy Manager and Housing Officer attending to housing enquiries , producing statements, raising rental invoices, monthly rent reconciliation for the invoices, home visits, assisting tenants adjust their Centrelink deductions and daily interviews.

**TENANCY MANAGER - CLIENT CONTACT JANUARY : (10)**

Client contact has been a bit slow however, we expect it to pick up as time goes on.

<i>Phone Calls</i>	-	2
Rent Enquires	-	4
Housing Enquires	-	2
Complaints/ <u>Misc.</u>	-	2

Antonia Jacobs  
Tenancy Manager

## 5. Economic & Community Development





*Many Tribes. One Community*

## Economic Development Plan 2024-2029

---

***Cherbourg Aboriginal Shire Council***

***Liveability-Sustainability-Opportunity-Development***

## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY.....	3
2. CHERBOURG COMMUNITY.....	4
3. STRATEGIC ECONOMIC OBJECTIVES.....	6
OBJECTIVE 1: BUSINESS DEVELOPMENT .....	6
OBJECTIVE 2: EMERGING INDUSTRIES AND INNOVATION .....	13
OBJECTIVE 3: FUTURE OPPORTUNITIES .....	13
4. RESOURCING AND IMPLEMENTING THE ECONOMIC DEVELOPMENT PLAN	
PROVIDE STRATEGIC GOVERNANCE, ADMINISTRATION AND RESOURCING OF THE PLAN.....	15
STAKEHOLDER PARTNERSHIPS .....	16
ALIGNMENT .....	17
HUMAN CAPITAL – TRAINING AND SKILLS .....	17
COMMUNICATION .....	17
REVIEW .....	17
5. SUMMARY RECOMMENDATIONS.....	18-19

## EXECUTIVE SUMMARY

This *Economic Development Plan* for Cherbourg Aboriginal Shire Council (Council) outlines the strategic direction and objectives for the LGA region for five years, 2024 to 2029. It focuses on maximising existing assets and operations controlled by Council and considers emerging opportunities and future possibilities to contribute to the liveability of Cherbourg as a developing and sustainable community.

At a local level, the *Economic Development Plan 2024-2029* is closely aligned with the *Council Operational Plan 2023-2024* and *Corporate Plan 2020-2025*. By acting locally and thinking globally, this plan also aligns with the United Nations Sustainable Development Goals (SDGs), a set of measures to achieve peace and prosperity for people and planet by 2030. Collectively, these plans, goals and initiatives ultimately aim to enable and support the liveability, sustainability, and growth of Cherbourg community, thus contributing to global outcomes, through improved socio-economic conditions and outcomes.

It is important to glance back and acknowledge the progress made and the foundations laid through the implementation of the *Enabling Economic Development Plan 2018-2023*. This plan focused on enhancing the sustainability of existing infrastructure and enterprises to reduce the need for ongoing operational funding. It targeted operations or assets that had already received capital investment and aimed to expand these investments to further improve sustainability. Council acknowledges and sincerely thanks the committed Federal and Queensland State Government Departments personnel who have worked closely together with them, with a common vision to improve opportunity and liveability in Cherbourg.

Significant changes have been made to Council operations and enterprises in the 2018-2023 period with progress noted in several areas including the development and expansion of the Cherbourg Material Recovery Facility, the expansion of the reach of the Container Refund Points, the establishment of the Cherbourg Digital Service Centre and the growth of the Cherbourg Constructions enterprise to service Council-owned properties. This development has seen growth in several social and economic metrics, most notably employment status where the employment rate of persons in the labour force has increased from 49.4% in the 2016 Census to 79.9% in the 2021 figures. Additionally, the number of Cherbourg residents attaining trade qualifications (certificate level) have increased by 7.8% between 2016 and 2021 to 20%, almost reaching the Queensland trade qualification rate of 22%, reflective of increased demand for a skilled workforce in the face of increased service, construction, and project activity.

Looking to the future, Cherbourg Council is keen to see the upward trend of increasing skills and employment outcomes continue. Key drivers for increased employment and training opportunities in Cherbourg in the 2024-2029 period will be ongoing maintenance and improvements to existing operations, along with the development of new projects. A critical first step to progressing development is to scope project plans which will inform and underpin feasibility studies and detailed design for projects. These steps are identified as key priorities for Council-owned enterprises in this *Economic Development Plan 2024-2029*.

Along with physical and environmental assets, Cherbourg Council recognises human capital as a crucial element to economic development in Cherbourg. This Plan places an emphasis on investing

in people to help realise identified economic objectives, both from a training perspective and in growing workforce capacity and capabilities.

Council is committed to working towards net-zero targets and the *Economic Development Plan 2024-2029* takes a future view to identify and explore ways to reduce carbon emissions, increase green energy options and further reduce and reuse waste through circularity and innovation.

A crucial component of successfully achieving the desired outcomes of the *Economic Development Plan 2024-2029* will be the ongoing partnership with key stakeholders, many of whom have been heavily involved with Cherbourg community for a significant period. While Cherbourg Aboriginal Shire Council is taking a lead role in developing this plan, successful implementation is dependent on collaboration with key stakeholders in the public and private sectors playing an active role to deliver the desired outcomes. Effective stakeholder partnerships and alignment with relevant initiatives and strategies are key to achieving the objectives of this *Economic Development Plan 2024-2029*.

*"If you want to go fast, go alone. If you want to go far, go together."*

## CHERBOURG COMMUNITY

The Community is comprised of approximately 1500 people living in 326 social dwellings. Cherbourg community has a range of services and facilities to support liveability and the wellbeing of its residents. These include the Cherbourg Hospital and Cherbourg Community Health Centre, Gundoo Early Childhood Centre and Ny-Ku Byun Elders facility. Educational facilities located in Cherbourg include the Cherbourg State School (kindergarten to Year 6) and TAFE Queensland Nurunderi campus. Cherbourg also has a Police Station, Fire station, Indigenous Knowledge Centre (IKC), Council offices, a Town Hall, two active Churches, Us MOB radio station, a women's shelter, a private clinic, and the famous Ration Shed Museum.

### Socio-economic overview

To better understand the existing socio-economic landscape in Cherbourg, community (social data) and economic profiles are examined in more detail below. SEIFA indices, along with a range of other data sources and indicators, will be utilised to measure and evaluate outcomes resulting from actioning this economic development plan.

### Economic and Community Profile Data

The following table provides a snapshot of social and economic data as indicators of community demographics in Cherbourg, serving as existing baseline data from which to measure future growth or decline across a range of factors.

Of note is the income of Cherbourg residents where both personal and family income are less than half that of the Queensland average, indicating the region has a measurably lower standard of living and wellbeing.

<p><u>Total Population as at 30 June 2022</u> (Australian Bureau of Statistics)</p>	<ul style="list-style-type: none"> <li>• resident population 1,228 persons</li> <li>• predicted that population will increase to 1,346 persons in 2046</li> <li>• note - there is an accepted understanding by Council and the broader community that there are more than 2,000 residents living in Cherbourg with transient levels further increasing during holidays etc. There are several former Cherbourg residents who live in the neighbouring towns of Murgon and Wondai due to the lack of housing in Cherbourg. Many of these people work in and visit Cherbourg daily, also utilising Cherbourg community resources and infrastructure</li> <li>• approximately 99.9 % of population is of Aboriginal and/or Torres Strait Islander origin</li> </ul>
<p><u>Population</u></p>	<ul style="list-style-type: none"> <li>• higher proportion of people in younger age groups (0-17) 40.6%, only 9.5% of population aged 60 years and over</li> <li>• 40.6% aged 0-17 years</li> <li>• 49.9% aged 18-59 years</li> <li>• 9.5% aged ≥ 60 years</li> </ul>
<p><u>Family Unit</u></p>	<ul style="list-style-type: none"> <li>• 39.8% of families are one-parent families</li> <li>• 21.9% are couple families with children</li> <li>• 8.5% are couple families without children</li> </ul>
<p><u>Labour Force</u></p>	<p>229 people reported with:</p> <ul style="list-style-type: none"> <li>• 49.8% employed full time</li> <li>• 14.5% employed part time</li> <li>• 25.7% unemployed (3.1 per cent were classified as 'away from work')</li> </ul>
<p><u>Occupations</u></p>	<ul style="list-style-type: none"> <li>• 34.1% Community and Personal Service Workers</li> <li>• 18.9% Labourers</li> <li>• 11.4% Clerical and Administrative Workers</li> <li>• 15.7% Professionals</li> <li>• 6.5% Technicians and Trades Workers</li> <li>• 7.0% Managers</li> <li>• 6.5% Machinery Operators and Drivers</li> </ul>
<p><u>Employment Sectors</u></p>	<ul style="list-style-type: none"> <li>• 42.2% Public Administration and Safety</li> <li>• 8.7% Education and Training</li> <li>• 28.3% Health Care and Social Assistance</li> </ul>
<p>Gross Regional Product (GRP)</p>	<p>\$38 million in 2021/22 year, a 9.29% increase from \$35 million in 2020/21 year</p>
<p>Income</p>	<p>High income (\$2000 or more per week) = 0.6% of resident workers Low income (\$500 or less per week) = 62.6% of resident workers</p> <p>Median weekly income (ABS Census 2021) Personal = \$375 (Cherbourg), \$787 (Queensland) Family = \$803 (Cherbourg), \$2024 (Queensland)</p>

## STRATEGIC ECONOMIC OBJECTIVES

In Cherbourg community, Council has assumed the leadership role on behalf of state/federal governments, business/industry, and the community. This *Economic Development Plan 2024-2029* sets the vision and establishes the context for economic development guiding Council in partnership with key stakeholders, to coordinate and deliver the Plan. There are operations, enterprises and community assets which are not owned by Council yet still play an important role in Cherbourg social and economic landscape. Both Council and non-Council owned operations are noted in this Plan and it is accepted that Council is responsible for the leadership and management of actions and outcomes relating to Council-owned assets and enterprises in Cherbourg. Council's role, if any, will be clearly identified in relation to non-Council owned facilities in community.

In activating this *Economic Development Plan 2024-2029*, Cherbourg Aboriginal Shire Council will focus their attention and resources on three key areas:

FOCUS AREA 1- BUSINESS DEVELOPMENT

FOCUS AREA 2- EMERGING INDUSTRIES AND INNOVATION

FOCUS AREA 3- FUTURE OPPORTUNITIES

To achieve economic outcomes in each of these focus areas, Council management will deliver on a few identified objectives within each area. Progress and outcomes related to these objectives will be reviewed and evaluated regularly across a range of metrics. A key measure of success ultimately is seeing improvements in socio-economic data indicators related to the liveability and sustainability of Cherbourg community.

### 1: BUSINESS DEVELOPMENT

The priority in any economic development plan needs to be on strengthening and supporting existing businesses or enterprises to thrive while keeping an eye on emerging opportunities and future development. Existing business operations have established investments, skills and capabilities in the Cherbourg region, however, securing the ongoing operational funding through development of appropriate business plans, if not currently in place, is important. It is acknowledged that most enterprises in Cherbourg are Council owned and operated by the executive management.

### COUNCIL OWNED ASSETS AND ENTERPRISES

- A. Cherbourg Material Recovery Facility
- B. Container Refund Points
- C. Cherbourg Construction incorporating the Cherbourg Joinery, new construction, housing upgrades, and social housing repairs and maintenance.
- D. Cherbourg cattle farm
- E. Cherbourg Digital Service Centre
- F. Project Management
- G. Cherbourg Multipurpose and Civic centre

#### **A. CHERBOURG MATERIAL RECOVERY FACILITY (MRF)**

**Overview** - The Cherbourg Material Recovery Facility represents the first in an Indigenous community in Queensland and is the South Burnett region's first and only waste recovery centre. The Cherbourg MRF services North and South Burnett, Gympie, Fraser Coast and Balonne regional council areas. The facility is contracted to the Qld. Containers for Change Scheme as a 'Processor' which provides an income stream for Council and 18 direct plus 15 indirect valuable jobs for the Cherbourg Community.

**Existing** - Capital costs for the MRF have been provided for by State/Federal Government grants and the ongoing operational costs (approximately \$650,000 per annum) are currently 100% financed by Council. Future funding needs to embrace relevant evolving technologies and maintenance upgrading of the facility. In 2023 a feasibility study, looking forward to the next stage of our Circular Economy Journey, was completed, management intends to follow and implement the recommendations of this study.

**Emerging** – The increasing demand for material recovery, and recycling facilities presents new opportunities for trade with businesses and local governments, both within, and beyond, the Wide Bay Burnett region. To ensure Cherbourg MRF has the capacity and capability to respond to growing demand and maximise future opportunities, Council will focus on strengthening and streamlining the existing Cherbourg MRF operations. These measures, and potential funding streams to enable them, will be investigated through detailed business cases to determine their viability and include:

1. Overall upgrade and expansion of existing Cherbourg MRF – estimated to cost \$5M - \$8 M, a technology considerate overhaul of the existing facility will see the Cherbourg MRF into the future, opening new opportunities for employment, efficiency, commercial trade and income generation.
2. AI counting machines to increase efficiency of processing Containers for Change stream of materials. This equipment would initially be established for use in Council owned CRP facilities and has the potential to be manufactured on site for commercial (on selling) purposes.
3. Increase integrity of the operation and enable traceability of products throughout processing with the installation of an AI camera system.
4. As part of the Regional Economic Futures Fund (REFF) a project to develop the Cherbourg Industrial Precinct with the MRF at its centre has been approved for funding.

#### **B. CONTAINER REFUND POINTS (CRPs)**

**Overview** – The Cherbourg CRPs and mini depots operate across the South Burnett and collect millions of containers each year. Several commercial contracts are in place.

**Existing** - Stable management with succession plan.

**Emerging** – Per capita of population, the Cherbourg/South Burnett CRPs collect the most containers in Queensland. Opportunity to increase revenue by 15% in 2024/25 and then in line with CPI and to expand operations more widely regionally and across Australia.

Investing in People - Employees are well trained and efficient. There is opportunity for people to be trained in management, supervision, WHS, forklift driving, and frontline customer service skills.

### C. CHERBOURG CONSTRUCTION

Overview - Cherbourg Construction arm has been established over the last 14 years and is an operational arm of Council. The operation includes a Joinery, (cabinetry made and fitted to order) home renovations and new dwelling construction. It also attends to more than 4000 responsive maintenance requests per year.

Existing – Cherbourg Construction management work with staff, contractors, project managers and DHPW to deliver quality housing to the Cherbourg Community.

Emerging – the future success and sustainability of this operation is to continue to invest in developing its employees to provide a quality service to the Community and meet the required Government construction standards. Regular funding programs to develop new suburbs in Cherbourg with a variety of sizes, styles and designs of dwellings will add to the livability of the community and “to closing the gap”.

Management will work closely with DHPW on developing an improved asset management framework looking towards reducing long term social housing maintenance costs is a high priority.

Investing in people – Cherbourg Construction currently employs 14 directly employed staff, and a further 14 with regular contractors engaged in maintenance. Several apprentices are engaged, and management encourages preferred supplier contractors to engage apprentices and labourers from the Community.

### D. CHERBOURG FARM

#### Overview

The Cherbourg Farm currently consists of approx. 3142 Hectares of hilly and treed land, with a 200 head cattle herd maintained by 2 employees.

#### Existing

Small cattle operation with 50km of fence lines and 200 hectares of pasture.

#### Emerging

The Cherbourg Farm also includes provision for an automated hydroponics operation farm which, has not yet become a full-time operation, it requires a budget to cover 6 months of staffing before any returns can be made. Again, while the capital investment has occurred this business needs the ongoing operational costs to be secured. There has been previous market interest expressed in the hydroponics farm providing Indigenous produce for restaurants and food outlets. There is also some view that local markets would be interested in fresh, local vegetables. Sales opportunities exist in Murgon, Kingaroy, and other nearby regional towns.

Investing in people – Management and employees are regularly encouraged to participate in learning modern agricultural practices.



## E. CHERBOURG DIGITAL SERVICE CENTRE

### Overview

Established as an enterprise of Council and officially opened on 1 April 2022, the Cherbourg Service Centre is the first digital service centre to operate in a remote Indigenous community.

### Existing

Multi-national technology company Fujitsu came on board as a foundation client of the Cherbourg Service Centre and continues as a key customer of the centre today.

### Emerging

Initially the core function provided by the Centre for Fujitsu is to reset passwords for Fujitsu customers and there is the potential for additional and more complex services assisting with banking, insurance, and government needs. As the services and workforce to provide these grows, additional space will be needed for the Cherbourg Service Centre and as such, Council has developed a business case to construct a purpose made facility.

### Investing in People

Currently located in the Council training rooms the Cherbourg Digital Service Centre provides training with the assistance of its customers enabling employees to develop skills at their own pace across a variety of service centre solutions.

## F. PROJECT MANAGEMENT

Overview - Projects aimed at developing Cherbourg are managed by project managers, either internally or through contracts. Project management is a key asset of the Council, ensuring efficient and effective delivery of development initiatives.

Existing - Projects are agreed upon with the Council, funding is secured, and projects are executed. These projects address long-term asset maintenance and develop new housing and industrial sites. Additionally, there are opportunities for people to gain project management skills, technical expertise, and on-the-job experience.

Emerging – There are always community development projects to deliver, some lead to long term economic development and employment opportunities. The next large projects are predominantly critical infrastructure and a variety of new dwelling design and construct.

Investing in People – there is opportunity for people to develop project management skills, technical expertise associated with each project and a range of on-the-job skills whilst the projects are executed.

## G. CHERBOURG MULTIPURPOSE AND CIVIC CENTRE

### Overview

Having outgrown its existing premises, and with strong demand for more commercial office space in Cherbourg, Council decided in January 2018 to negotiate with the State Government, to proceed with the development of a new administration/civic centre.

## Existing

A business case has been finalised and Council have endorsed the construction of a new \$20 million administration building with commercial office space, acting as the key community meeting space and to be known as the 'Cherbourg Multipurpose and Civic Centre'.

Emerging - Cherbourg Aboriginal Shire Council regularly receives requests for Government services (such as Domestic Violence, Women's Shelter, Men's Group, Centrelink and Job Network) to be housed in accommodation based in Cherbourg. There are a few existing buildings that are used in this regard; however, Council has tripled its staffing in the past few years and does not have enough workspace to employ and locate more people.

## Investing in People

Establishment of the new community centre would create employment and training opportunities during the construction phase.

## Pathways

With Council endorsement of the project and the business case complete, advocacy has now commenced (2024) for funding to see this project realised. The Council is actively engaging with potential funding bodies, including state and federal government agencies, to secure the necessary financial support. Additionally, partnerships with private sector investors and community organizations are being explored to ensure a comprehensive funding strategy. This multi-faceted approach aims to not only secure the required funds but also to foster a sense of community ownership and involvement in the project. The successful realization of this project will provide a significant boost to the local economy, create job opportunities, and enhance the overall quality of life for the residents of Cherbourg.

## NON-COUNCIL ENTERPRISES AND ASSETS

These operations are not managed directly by Council however as Council's role is to lead and support economic development in Cherbourg region, they are naturally supportive of non-Council enterprises and assets in Cherbourg. If Council is responsible for a specific role or actions in any of these operations, this will be identified in the outlines below.

### 1. THE RATION SHED

#### Overview

The Ration Shed has become a well recognised tourism destination in Cherbourg. It is not a Council run facility, It is managed by a committee, the Historical Precinct Group Inc. The Ration Shed Museum offers a variety of experiences including, but not limited to:

- Tours and Educational Programs for schools, institutions, and groups of visitors
- A Keeping Place and Archive which conserves and exhibits artifacts, documents, and displays.
- The Memory – an interactive archive documenting family, clan, and community histories
- Art, books, clothing, DVD's, and souvenir items for sale
- A community art gallery, art studio and meeting place – in the old Boy's Dormitory
- A Corroboree ring and stage and landscaped gardens

- Cultural Awareness programs
- A small conference venue.

Existing – Approximately 70 percent of the operational expenses are paid for by Government grants and the remaining funding raised from sales and entry fees for the Ration Shed. Funding was secured to renovate five historic buildings which was completed in March 2018.

Emerging – sustainability is a key priority for the Ration Shed and in light of net zero emissions targets, is keen to investigate and implement ‘green’ options and practices.

Cultural immersion is one of the many offerings available at the Ration Shed currently. An opportunity exists for further growth and expansion of cultural immersion and educational experiences at the Ration Shed as a pathway to knowledge sharing, truth telling and reconciliation.

Investing in People – The Ration Shed employs seven positions with many volunteers and 2 full-time positions.

Pathways – The Ration Shed greatly values partnerships and is exploring the opportunity to build relationships and collaborate with other first nations organisations.

#### Council’s role and responsibility

Cherbourg Aboriginal Shire Council pays for the insurance of the Ration Shed facility. Council also supports and where possible, advocates for funding and resources to maintain and further develop the Ration Shed.

## 2. CHERBOURG RADIO 94.1 FM – US MOB

### Overview

From its early days as a trial radio station, transmitting from the old Court House building and developed through workshops held at the TAFE Nurunderi campus, Cherbourg’s own ‘Us Mob’ radio station is stronger than ever today.

### Existing

Cherbourg Radio holds a community broadcasting licence which broadcasts to an area of approximately 100km radius from its purpose-built base in Cherbourg community. The mission of Cherbourg Radio is to provide a culturally appropriate radio service with an emphasis on educating the wider community on indigenous issues.

Emerging – opportunity to produce more local content, expand the transmission footprint and increase advertising revenue leading to improved sustainability and more skilled jobs.

Investing in People – Trainees are actively engaged in delivering radio services to the Cherbourg Community. Equipment is complex and requires a sound knowledge of set up and production, ongoing training at all levels of operation will lead to a professional and respected radio station.

Pathways – The USMob radio station has several long-standing stakeholders and is run by Council management. The current supporting media contacts will be continued.

Council's role and responsibility – Council will continue to manage and develop the USMob radio station to become a sustainable operation with a skilled and motivated team of professional presenters.

## **FOCUS AREA 2: EMERGING INDUSTRIES AND INNOVATION**

During discussions with Council representatives and key stakeholders, the following possible business development opportunities have been identified:

### **A. MINI SUPERMARKET**

Opportunity 1 – This has been a vision of many Councils – the reality is who is going to run it ? – It preferably needs an entrepreneur from Cherbourg Community.

Opportunity 2 –Developing the Cherbourg Farm to grow and supply indigenous food for restaurants and food outlets. While the capital investment for the automated facility to be initially established has occurred, the ongoing operational costs for labor and other expenses needs to be secured

### **B. LIGHT METAL FABRICATION**

Opportunity 1 - Housing improvement projects could be expanded to include tasks such as installing fencing, constructing gates, creating handrails, and fabricating window grilles to enhance security and functionality.

Opportunity 2 – Currently under negotiation with Corralai in Canada – manufacturing AI counting machines for our MRF and also for onselling.

### **C. PLASTIC WASHING FACILITY**

Opportunity 1 – As identified in the feasibility study a plastics washing project, would not only promote environmental sustainability by recycling plastics but also create local employment and training opportunities in waste management and processing. Providing a higher value product to our existing off take market.

## **1. FOCUS AREA 3: FUTURE OPPORTUNITIES**

Through discussion and consultation other new and innovative opportunities have been identified that possibly warrant future investigation when time and resources permit. These include, but are not limited to, the following:

- Aquaculture - Possibly at Abattoir Site
- Motel/Accommodation Development
  - Would need to conduct a detailed analysis of this opportunity, noting this would be a very long-term opportunity.

## **RESOURCING AND IMPLEMENTING THE ECONOMIC DEVELOPMENT PLAN**

No plan would be complete without recognition of the resources required in order to deliver on the actions detailed in this plan. This objective provides some structure to planning and delivering the Cherbourg Aboriginal Shire Council - Economic Development Plan 2024-2029

various actions listed in this document. The objective provides a framework for prioritising budgets, personnel and time in order to ensure that the monitoring and evaluation requirements are met annually and at the culmination of this Plan in 2029.

## 1. PROVIDE STRATEGIC GOVERNANCE, ADMINISTRATION AND RESOURCING OF THE PLAN

While Cherbourg Aboriginal Shire Council has assumed responsibility for creating and running most of the businesses/enterprises previously mentioned, in the future, it is recommended Council regularly engages with specific regional stakeholders/partners for each business/enterprise.

Given the varying stages of growth for the current businesses/enterprises and future potential business opportunities that will be considered during the period of this Economic Development Plan 2024-2029, it is recommended Council not seek to consider/take ownership of any new business development opportunities. This approach will ensure existing operations and opportunities can be consolidated and resources focused on the sustainability and development/diversification of enterprises into the future.

It is for the abovementioned reasons that it is recommended that during the phases of Business Plan review and/or development of projects, for short term and long-term projects, the governance structure remain linked to Council. That is, in most cases Council would retain ownership and responsibility for proper governance of these projects, except where other arrangements are already in place (e.g. Ration Shed) or via an appropriate company structure. It should be through the process of business planning and analysis that the most appropriate individual governance structures be implemented over time. This way, Council, as the community leader, can drive the commitment required to make these opportunities a reality and changes in structure can be implemented, at the appropriate time.

## 2. STAKEHOLDER PARTNERSHIPS

It is essential for outcomes to be achieved that key stakeholders work in partnership towards the objectives, strategies and priority actions identified within this *Enabling Economic Development Plan 2024-2029*. Council, government agencies in all spheres of government, industry organisations, business owners/ operators and communities play a vital role in the advocacy and delivery of the vision outlined in this Plan.

To assist in resourcing and gaining support from key stakeholders it is important that those involved in previous discussions and forums etc be engaged on an ongoing basis supporting the implementation of the *Economic Development Plan 2024-2029*. Whilst Council takes responsibility for the facilitation and overall development of business opportunities, many other organisations have a crucial role to play.

Some of the many agencies and organisations previously consulted and whose support is key to the implementation of this Plan include:

- Wide Bay Burnett Regional Plan Working Group
- Burnett Inland Economic Development Organisation (BIEDO)
- Department of Prime Minister and Cabinet (PMC)
- South Burnett Regional Council (SBRC)
- AusIndustry

- Regional Development Australia Wide Bay Burnett (RDAWBB)
- Wide Bay Burnett Regional Organisation of Councils (WBBROC)
- Department of Education (DE)
- Department of Employment, Small Business and Training
- Department of State Development, Infrastructure and Planning
- Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
- Department of Local Government, Water and Volunteers
- Indigenous Land and Sea Corporation (ILSC)

A key component of successfully achieving the desired outcomes of the *Economic Development Plan 2024-2029* will be the ongoing engagement of key stakeholders.

### 3. ALIGNMENT

In order to enable collaboration and maximise the impact of key projects outlined in the Economic Development Plan 2024-2029, it is important to consider and align wherever possible with programs, initiatives, goals and strategies at all levels of government. Additionally, this Plan makes reference to the United Nations Sustainable Development Goals, a set of objectives mapped out to improve the wellbeing of people and the planet, globally. We all have a role to play in these Goals and Council take seriously their contribution to their part in the 'big picture' of net-zero emissions and associated environmental, social and governance strategies. While this is somewhat of a 'moving feast' and will require ongoing review and evaluation, alignment is outlined in alongside existing and emerging business developments in this Plan.

### 6. REVIEW

This *Economic Development Plan 2024-2029* is not a static document and must be reviewed annually to ensure Council and its key stakeholders/partners remain focused on delivering the previously agreed priorities.

Any consideration of future business opportunities must occur based on the existing commitments detailed in this Plan. Should resourcing and expertise be available then for any business opportunity a short proposal must be developed in consultation with relevant key stakeholders. Based on these discussions and a subsequent benefit cost analysis being completed the outcomes would then be considered by Council prior to formally proceeding with a new business opportunity.

### NEXT STEPS

1. Council will regularly engage with regional stakeholders/partners for each business enterprise, to ensure collaboration in making the enterprises successful.
2. Council will ensure that through the Business Planning process, the most appropriate governance structure for each enterprise will be analysed and considered.
3. Ensure that strong linkages are established between the *Economic Development Plan 2024-2029* and Council's Operational Plan and Budget.
4. To ensure ongoing commitment to enterprise development, Council will annually communicate progress in the implementation of the *Economic Development Plan 2024-2029*.
5. Council will conduct an annual review of the *Economic Development Plan 2024-2029* and amend it according to progress.

## 1. SUMMARY RECOMMENDATIONS

In summary, this *Economic Development Plan 2024-2029* has been designed to give some clear direction to maintain the current impetus and initiate future economic growth for the Cherbourg Aboriginal Shire Council area and to engage the Cherbourg community in the opportunity to generate economic activity which will create jobs, offer training opportunities, establish possible career paths and generally, make the Community a better place to live.

The Strategic Economic Objectives in this plan set the framework for future development initially in two areas:

1. Immediate development or review and/or updating of Business Plans for currently
2. Development of Summary Project Briefs for longer-term projects with a view to then proper business analysis of those suggested opportunities.
  - Mini Supermarket Establishment
  - Light Metal Fabrication
  - Plastics Washing facility

Further, Council will explore innovative opportunities as potential future projects:

- Aquaculture
- Motel/Accommodation Development

Concerning governance structures of the suggested project/enterprise development listed above, it is recommended that during the phases of Business Plan review and/or development of projects, for short term and long-term projects, the governance structures remain stable and linked to Council.

That is, in most cases Council would retain ownership and responsibility for proper governance of these projects, except where other arrangements are already in place (e.g. non-Council assets and enterprises including the Ration Shed and Cherbourg Radio). It should be through the process of business planning and analysis that the most appropriate individual governance structures be implemented.

### Call to Action

Further to the Strategic Economic Objectives contained in the *Economic Development Plan 2024-2029*

1. Develop project scopes as a crucial first step to funding proposals and investment attraction. Project scopes form the basis for feasibility and detailed design studies.
2. During the phases of Business Plan review and/or development of projects, for short term and long-term projects, the governance structures remain as is currently in place until a review of possible governance models is completed.
3. Cherbourg Aboriginal Shire Council engages with key stakeholders including WBBROC Member Councils to be advocates for this *Economic Development Plan 2024-2029 and its objectives*.

## 6. Operations Department



# ● Operations Department Report December 2024



By Matthew Bock, Operations Manager

8<sup>th</sup> January 2025

[Matthewwb@cherbourg.qld.gov.au](mailto:Matthewwb@cherbourg.qld.gov.au)

## Contents

Executive Summary .....	2
Parks and Gardens .....	3
Fleet Services.....	4
Water, Sewerage.....	5
Civil Roads & Waste .....	6
Council Resolution needed .....	7

## Executive Summary

### Operations department

- Ham delivery was carried out
- After extensive testing the coagulant chemical at the water treatment a decision has been made to switch to another supplier and different chemical
- Boil water alert continues to be lifted and manual dosing of reservoirs is continuing daily

### Feet Services

- 28 Jobs were completed for the month of December this included services and repair work
- 12 Vehicles and plant equipment received their annual scheduled services
- Replacement of Damaged Air brake hose on Garbage Truck
- Replace key barrel on Ops Ute
- Diagnosis and repair of fuel pump issue Ops ute
- AC repair Building Dept ute
- Recall - PCM update for affected vehicles
- Fit out finished for Emergency trailer
- Replaced bent PTO on Farm tractor
- Replaced all mower blades on zero turns for heavy rain period
- Service and load testing of all older generators for storm season
- Filled up fuel on all generators for storm season
- Cleaning of Depot, workshop and storage rooms for new year

### Parks and Gardens

- The parks and gardens crew are picking up rubbish and mowing where needed daily
- Cemetery burials and associated works

### Water and Sewerage

- All 7 Effluent ponds are in working condition with no blockages.
- All water and sewage staff are currently working new roster from 7am to 4:30pm include RDOs, public holidays and weekends.
- Color testing and Turbidity testing (on all media and carbon filters) daily as apart of daily operations.
- Jar Testing still being conducted once a week due to constant changes in the creek water supply.
- Centre Pivot in working condition.
- Daily flushing of all Community main water lines to ensure disinfection of town water distribution system and eliminate buildup of turbidity.

### Civil Roads & Waste

- Started on rework drainage and road surface of Murray Rd dirt end past pound and over grid finishing pound fence,
- Need to finish pound gates.
- Drainage works Carter St.
- Container pads & Moving Them
- Landfill works.

## Parks and Gardens

### Current Business

- The parks and gardens crew are picking up rubbish and mowing where needed daily
- Cemetery burials and associated works

### Staffing and Training

NIL.

### Workplace Health & Safety Incidents

Nil

### Issues & Training Updates

Nil

### Next Month's Business Plan

- Continuation of day-to-day duties including rubbish pick up and mowing etc.

By Matthew Bock (Operations Manager) for Lindsay Bligh

## Fleet Services

### Workshop

#### Current Business

- 28 Jobs were completed for the month of December this included services and repair work
- 12 Vehicles and plant equipment received their annual scheduled services
- Replacement of Damaged Air brake hose on Garbage Truck
- Replace key barrel on Ops Ute
- Diagnosis and repair of fuel pump issue Ops ute
- AC repair Building Dept ute
- Recall - PCM update for affected vehicles
- Fit out finished for Emergency trailer
- Replaced bent PTO on Farm tractor
- Replaced all mower blades on zero turns for heavy rain period
- Service and load testing of all older generators for storm season
- Filled up fuel on all generators for storm season
- Cleaning of Depot, workshop and storage rooms for new year

#### Issues

Nil

#### Damage Report

New YAG blower damaged

#### Workplace Health & Safety Incidents

Nil

#### Training Updates

Craig and Sebastian attended Plant vehicle training (Backhoe, Excavator and Skid steer)

#### Next Month's Business Plans

- Continuation of normal workshop work
- Tenders will be evaluated, and purchases made
- Preparations for Auction in early 2025
- Purchase of 50t tipper truck

By Sebastian Mearns

## Water, Sewerage

### Water & Wastewater

- Daily, Weekly, Monthly Water Sampling, including Raw Water.
  - (Daily) – Daily grab samples from different locations throughout community.
  - MWDRNK** – (Weekly) – **Human Consumption.**
  - MWHCPC** – (when requested) **Heterotrophic Colony Count.**
  - KEWTHM** – (Weekly) - **THM's.**
  - KWP & KWHPDI** (Monthly) – **Pesticides.**
  - KPCB** – (Monthly) - **Blue Green Algae.**
  - SWAHN** – (Monthly) – **Standard Water Analysis.**
- **ANZMT** – (Monthly) – **Heavy Metals.**
- Daily Checklists on Plant and Operations:
  - QR code Checklists WTP & WWTP Operations including Effluent Ponds & Pivot irrigator.
  - QR code Checklists on all Sewage Pump Station's (SPS).
  - Daily QR code checklists on WTP & WWTP i.e., Basic Housekeeping and ensuring grounds are clean and maintained.
- Boil water Alert lifted from community as of the 29<sup>th</sup> of July 2024
- Roll out of new QR code scanning for Sewage Treatment plant, Water Treatment Plant and all Water and Sewage Pump Stations.
- Only 2 open water incidents Cherbourg Aboriginal Shire Council.
- All water staff attended DRQMP review workshop scheduled for 3<sup>rd</sup> – 4<sup>th</sup> October with Viridis, DDPHU, and CASC staff.
- Weekly Checks on all wastewater pump station.
- Weekly jar testing (coagulant optimization) to cope with recent rain events.
- Daily flushing of all Community main water lines to ensure disinfection of town water distribution system and eliminate buildup of turbidity.
- All water operators have started color testing of the water as an additional daily requirement.

### Incidents

- Boil water alert no longer in place for whole of Cherbourg community as of 29<sup>th</sup> July 2024 (no longer in place until further notice).
- No main water line breaks for this period.
- No sewage main breaks for this period.
- Security needed for both water treatment and sewage plants due to break-ins.

### Staffing & Training

- Current Qualifications:

- Certificate III in Water Industry Operations - (2 qualified in Water Operations)
- Certificate IV Water Industry Operations – 1 (1 Active in Water Operations)
- Ongoing Training and develop to ensure Operators are qualified and confident in operating WTP and WWTP

### General

- All 7 Effluent ponds are in working condition with no blockages.
- All water and sewage staff are currently working new roster from 7am to 4:30pm include RDOs, public holidays and weekends.
- Cutting and cleaning Sewer ponds from Pond 1 through to Pond 7 (Slashed whipper snipped and sprayed)
- Color testing and Turbidity testing (on all media and carbon filters) daily as apart of daily operations.
- Jar Testing still being conducted once a week due to constant changes in the creek water supply.
- Centre Pivot in working condition.
- Daily flushing of all water mains taking place throughout the reticulation system to help prevent increased turbidity.
- Manual dosing of all reservoirs (Sodium Hypochlorite 10L) to prevent any unwanted contamination.
- Due to operational issues our water team will be looking trialing a different coagulant for water treatment over the holidays. If all goes well, the new coagulant will be used to treat water until the new upgrades.
- Chemical Change at water treatment plant - We will be using a different coagulant going into 2025, in regard to the clarification process of the water treatment plant. this is a cost-effective measure.

### Civil Roads & Waste

## Civil roads & waste December 2024

### Current Business

- Jobs were completed for the month of December.
- Started on rework drainage and road surface of Murray Rd dirt end past pound and over grid finishing pound fence,
- Need to finish pound gates.
- Drainage works Carter St.
- Container pads & Moving Them
- Landfill works.

Issues – Being without a Large Tipper for the dump.

Rain Slowing Works.

### Damage Report

Broken Carry roller Bolt, Damage to large tipper.

Damage to T770 Skid Steer Tracks

### Workplace Health & Safety Incidents

Nil

### Training Updates

Just now street sweeper, more training for skid steer, excavator, Backhoe, MR, HR

### Next Month's Business Plans

- Continuation of normal work.
- Finish Pound.
- Pedestrian crossing on Barambah St
- Start on Fisher Street School parking zone remove concrete pads.
- December Machine Training.

By Peter Schiffmann

**Council Resolution needed**



## 7. Community Services Department

# COMMUNITY SERVICES DEPARTMENT

## Dec 2024 – Jan 2025

# REPORT



Edwina Stewart, Community Services Manager

The first week back, skeleton staff within Community Services, providing an opportunity for reflection and planning with Coordinators.

## **IKC**

### *Commencing in the New Year:*

- **\*\*Upcoming Initiatives and Activities: \*\*** First Five Playgroup day change to Wednesdays, promotion to community and providers will be ramped up.
- - **\*\*Designer Workshops\*\***: We are hosting ongoing workshops led by Julie Appo, designed to engage and inspire participants in creative design.
- - **\*\*Excursion to Sea Life\*\***: We are excited to announce that the first five parents and their children will be able to go on an excursion to Sea Life on the Sunshine Coast during the school holidays.
- 
- - **\*\*Digital Inclusion Strategies\*\***: Innovative strategies to promote digital inclusion will soon be implemented, with resources and IT equipment currently being ordered from the State Library to support this initiative.
- 
- —**\*\*“Who’s Your Mob” Workshops\*\***: We will also offer workshops to the community, aimed at fostering community connections and understanding.

## **Sports Complex**

*The number of community members utilizing the Sports Complex is currently low. To address this issue, we will increase our promotion of activities and enhance our engagement with the community. Our efforts will include:*

- Staff appearances on the radio
- Distribution of flyers
- Messaging on social media platforms

Additionally, we will be starting the school holiday program and partnering with Cherbourg Wellbeing to conduct evening programs for children during the holidays. We will also recruit a female Sports and Recreation Officer for the Jundah Gym, funded by a grant.

## **IYCC – YAG**

- Mowing Crew with young men actively engaged and performing well
- Recruitment of Youth Officer(s)
- Support for job creation and entrepreneurship
- Syntropic Farming and Wicking Beds funding secured
- Ongoing assistance with blue card applications and resume preparation

***Cherbourg Radio.***

All staff back on board, supporting all areas of community service to get messaging out to community.

***General Business***

We are currently in the process of planning our calendar of events. This planning is guided by budget constraints, volunteer availability, and input from the community, as we gather ideas through our department's engagement efforts. So far, we have compiled the following ideas:

<b><i>Month</i></b>	<b><i>Event</i></b>	<b><i>Theme</i></b>
<b>MARCH</b>		
6/03/25	International Womens Day	"Lets Accelerate Action for Womens Equality"
28/3-30/3/25	RUOK? Convoy Visit	
<b>APRIL</b>		
6-12/04/25	Youth Expo	Youth Empowerment & Inclusion
25/04/25	Anzac Day	Anzac Service in Cherbourg
<b>MAY</b>		
22/05/25	Under 8's Day	Unleashing Scientific thinking through play
26/05/25	National Sorry Day	
<b>JULY</b>		
6-13/07/25	NAIDOC WEEK	Flag Raising, Acknowledgement Awards etc
<b>SEPTEMBER</b>		
11/09/25	RUOK? DAY	Cherbourg Community March
<b>OCTOBER</b>		
Date	Golden Oldies	
Date	Indigenous Business month	
Date	Wear It Pink Day	"Breast Cancer Awareness-Womens Issues"
<b>NOVEMBER</b>		
11/11/25	Remembrance Day	
19/11/25	International Mens Day	"Zero Male Suicides"
<b>DECEMBER</b>		
Date	Christmas Fair	

We also plan to include workshops from the IKC and the YAG shop.

This ends my report for December 2024- January 2025.

Edwina Stewart

Community Services Manager

3