Cherbourg Aboriginal Shire Council

Working Papers

For Council Meeting

Held On

15 October 2026

Contents

1. Minutes (Unconfirmed)
2. Mayor's Report
3. Chief Executive Officer
4. Corporate Services
5. Finance Report
6. HR Workplace Health & Safety
7. Economic & Community Development
8. Operations Department
9. Community Services

Minutes

Cherbourg Aboriginal Shire Council

Minutes – Council Meeting 17 September 2026

MINUTES

COUNCIL MEETING

HELD ON 17 SEPTEMBER 2026

Attendance

Mayor Bruce Simpson
Deputy Mayor Gordon Wragge
Cr Tom Langton
Cr Daniel Weazel

Apologies ***Cr Carla Fisher***

Officers: ***CEO - Zala***
Minute Taker - Eileen Jacobs
Council Advisor – Brett De Chastel

9.35 am ***Mayor Bruce Simpson opened Meeting***
Welcome to Country – Cr Daniel Weazel
Sorry Business – 1 Minute Silence

Leave of Absence – Cr Carla Fisher

Cr Carla Fisher has requested a Leave of Absence from the council meeting held on 17 September 2026 due to medical reasons.

Resolution

That Council grants Cr Carla Fisher a leave of absence from the Council Meeting held on 17 September 2026 for medical reasons.

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

Motion No. 3140 Carried
For Vote: Council Voted Unanimously

Councillor Obligations

Material personal interest

Cr Tom Langton – Murri Watch CEO Ken Georgetown is his brother.

Cr Tom Langton - Cherbourg Police Rangers – Cr Tom Langton serves as a PLO Assistant with the Cherbourg Police Rangers.

Resolution

Council accepts Cr Tom Langton's declaration of a material personal interest in relation to Murri Watch and the Cherbourg Police Rangers, noting that Murri Watch CEO Ken Georgetown is Cr Langton's brother and that Cr Langton serves as the Police Liaison Officer Assistant with the Cherbourg Police Rangers.

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

Motion No. 3141 Carried
For Vote: Council Voted Unanimously

Minute Approval

Council resolves that the minutes of the council meeting held on 20 August 2026 be adopted.

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

Motion No. 3142 Carried
For Vote: Council Voted Unanimously

MAYORS REPORT

Mayor presented his Report.

Report Approval

Council resolves that the Mayor's Report be adopted.

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

Motion No. 3143 Carried
For Vote: Council Voted Unanimously

CHIEF EXECUTUVE OFFICER

CEO presented his report

1. LGAQ Website Management Services for our Council:

Council's approval sought to proceed with LGAQ's Website Management Services. The proposal will provide Council with a new website on the Granicus Open Cities platform, supported and managed through LGAQ, rather than continuing with the existing WordPress website arrangement.

Resolution

That Council:

1. ***Approve proceeding with LGAQ Website Management Services and the implementation of the Granicus Open Cities platform as Council's corporate website;***

2. ***Approve the initial implementation expenditure of $13,391.82 excluding GST;***

3. ***Approve the ongoing annual subscription expenditure of $16,337 excluding GST, noting that future annual pricing will be determined by LGAQ and is not necessarily limited to CPI increases;***

4. ***Authorise the Chief Executive Officer to finalise implementation arrangements with LGAQ, including migration requirements, existing functionality, URL/SEO redirects, administrator access, design and branding requirements, and Council's ability to export its content in future.***

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

Motion No. 3144 Carried
For Vote: Council Voted Unanimously

2. 2027 Council Meeting Dates including both Ordinary Council meetings and Floater meetings:

The 2027 Meeting dates were submitted for council endorsement.

Cherbourg Aboriginal Shire Council Meeting Dates for 2027		
Month	***Floater Meeting***	***Ordinary - Monthly Meeting***
January	***January 6,*** *2027*	***January 21,*** *2027*
February	***February 3,*** *2027*	***February 18,*** *2027*
March	***March 3,*** *2027*	***March 18****, 2027*
April	***April 7****, 2027*	***April 15,*** *2027*
May	***May 5,*** *2027*	***May 20,*** *2027*
June	***June 2****, 2027*	***June 17****, 2027*
July	***July 7,*** *2027*	***July 15****, 2027*
August	***August 4,*** *2027*	***August 19,*** *2027*
September	***September 1****, 2027*	***September 16****, 2027*
October	***October 6****, 2027*	***October 14****, 2027*
November	***November 3****, 2027*	***November 18,*** *2027*
December	***December 1****, 2027*	***December 16,*** *2027*

Resolution

That Council

1. ***Adopt the 2027 Ordinary Council Meeting dates as listed in this report;***

2. ***Note the proposed 2027 floater meeting dates for additional meetings where required; and***

3. ***Authorise the Chief Executive Officer to undertake the required public notification of the adopted meeting dates in accordance with the Local Government***

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

Motion No. 3145 Carried
For Vote: Council Voted Unanimously

3 : Memorandum of Understanding with The University of Queensland

Council is asked to endorse a Memorandum of Understanding with The University of Queensland to formalise the relationship between the two organisations.

The MOU will provide a framework for Council and UQ to work together on agreed activities and initiatives that support shared priorities.

The partnership is intended to identify opportunities that may deliver long-term benefits for the Cherbourg community. It is recommended that Council approve the MOU and authorise the Mayor to sign it on behalf of Council.

Resolution

That Council:

1. ***Agree to enter into the proposed MOU with The University of Queensland and thank the University for partnering with Council on this initiative; and***

2. ***Authorise the Mayor to sign the MOU on behalf of Cherbourg Aboriginal Shire Council.***

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

Cr Tom Langton Motion No. 3146 Carried
For Vote: Council Voted Unanimously

4. Green Frog Vending - Proposed Vending Machine Locations

Council approval is sought for Green Frog Vending to install five vending machines across four Council-controlled sites.

Green Frog Vending is a 100% Aboriginal-owned business proposing to provide vending services in Cherbourg. In addition to vending services, the machines would display community information, health messages, local events and promotional material.

Each vending machine will be professionally wrapped with Council-approved artwork, branding and community messaging to support a consistent local presentation.

The proposed vending machine locations are:

Council Site	
Council Chambers	*1*
Works Depot	*2*
Recycling Facilities	*1*
Sports Complex 1	
Total Number of Machines	*5*

The Works Depot is proposed to have two machines due to the number of staff and operational activity at the site.

Resolution

That Council:

1. ***Approve the installation of five Green Frog Vending machines across four Council sites, being:***
2. ***Council Chambers - one machine; Works Depot - two machines; Recycling Facilities - one machine; and Sports Complex - one machine.***
3. ***Authorise the Chief Executive Officer to finalise the Site Agreement with Green Frog Vending; and***
4. ***Authorise the Chief Executive Officer to coordinate the installation, branding, site access and operational arrangements with Green Frog Vending.***

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

Motion No. 3147 Carried
For Vote: Council Voted Unanimously

1. *ARC Industrial Transformation Training Centre - Al and Future Water Systems: Cherbourg council partnerships*

Council was invited to participate as a partner in the proposed ARC Industrial Transformation Training Centre focused on Artificial Intelligence and future water systems.

The proposed Centre would bring together universities, water utilities and industry partners to develop practical AI applications and provide training for water operators, technical staff and managers. For Cherbourg, the project may support improved water quality interpretation, treatment and maintenance decision-making, cybersecurity and staff capability.

Council's participation would be through in-kind support, including staff time, operational input and participation in agreed site visits or local case studies. No direct financial contribution is proposed at this stage, and any future financial commitment would be subject to further Council approval.

Resolution

That Council:

- ***Approve Cherbourg Aboriginal Shire Council participating as a partner in the proposed ARC Industrial Transformation Training Centre focused on Al and the future of water systems; and***

- ***Authorise the Chief Executive Officer to progress Council's participation and liaise with the project partners.***

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

Motion No. 3148 Carried
For Vote: Council Voted Unanimously

Report Approval

Council resolves that the Chief Executive Officer's Report be adopted.

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

Motion No. 3149 Carried
For Vote: Council Voted Unanimously

CORRESPONDENCE

R U OK March

Notice – R U OK March Details. – March is on 17 September 2026.

Jamie-Lee Wiley

Jamie is seeking council endorsement of her Confirmation of Aboriginality Form.
Approved

Resolution

Council resolves that it acknowledges Jamie-Lee Wiley's Aboriginality.

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

Motion No. 3150 Carried
For Vote: Council Voted Unanimously

Sporting Assistance

Jamie-Lee Wiley submitted a Sporting Assistance Application seeking support for her son, Jeremiah, following his selection to compete in the 13–19 Track and Field State Championships in Brisbane from 15 to 18 October 2026.

Resolution

That Council approve Jamie-Lee Wiley's application and allocate $200 for Jeremiah to compete in the 13–19 Track and Field State Championships in Brisbane from 15 to 18 October 2026.

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

Motion No. 3151 Carried
For Vote: Council Voted Unanimously

Joy

Suggestions on providing areas for alcohol parties in the community

Cr Tom Langton declared interest and left meeting

Murri Watch - Ken Georgetown is Cr Tom Langton's Brother
Qld Police Service – Cr Tom Langton is the PLO Assistant to the Cherbourg Police Rangers

Murri Watch Ken Georgetown

Ken has expressed Murri Watch's disappointment that council has decided to not continue with the Cherbourg Youth Hub.

Noted

Qld Police Service

Request for use of a bus for the Cherbourg Police Rangers.

Approved

Resolution

that Council organises a bus for the Cherbourg Junior Police Rangers for outings to the local Murgon Pool.

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

Motion No. 3152 Carried
For Vote: Council Voted Unanimously

Cr Tom Langton Entered meeting

CORPORATE SERVICES

Corporate Services Manager Presented his Report

Finance Report

Finance Officer presented the Finance Report.

HR Report

HR Officer presented her Report

The People, Safety and Compliance Team has continued progressing WHS compliance actions, policy reviews, workforce development initiatives and recruitment activities. Key priorities include implementation of the Drug and Alcohol Management Framework, consolidation of the WHS Management System, Blue Card compliance activities, workforce planning initiatives and support for the Cherbourg Careers Expo.

Council endorsement is sought for the Drug and Alcohol Management Policy and Procedure, senior management position renaming proposal and Green Frog Vending Agreement.

The following were submitted for Council review and endorsement.

Drug and Alcohol Management Procedure

The Drug and Alcohol Management Policy and Procedure Policy was presented for council endorsement.

Resolution

That council resolves to endorse the Drug & Alcohol Management Policy and Procedure Policy.

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

Motion No. 3153 Carried
For Vote: Council Voted Unanimously

Snr Management Position Titles

Request for Resolution to Review and Amend Senior Management Position Titles

The purpose of this proposal is to provide a clearer distinction between management-level positions and executive leadership positions within the organisation.

The adoption of the title Director for executive-level positions would:

- *Clearly delineate executive leadership roles from operational management roles.*
- *Better reflect the strategic responsibilities, authority, and accountability of senior executives.*
- *Improve organisational clarity for employees, Councillors, external stakeholders, government agencies, and community members.*
- *Align Council's executive structure with the terminology commonly utilised across local government organisations and other public sector entities.*
- *Support improved governance, reporting lines, and organisational understanding of executive decision-making responsibilities.*

Resolution

That Council endorses, in principle, the adoption of the title "Director" for executive-level positions.

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

Motion No. 3154 Carried
For Vote: Council Voted Unanimously

Green Frog Vending Agreement

Endorsement sought for the submitted Green Frog Vending Agreement.

Resolution

That Cherbourg endorses the Green Frog Vending Agreement.

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

Motion No. 3155 Carried
For Vote: Council Voted Unanimously

Report Approval

That Council adopts the Corporate Report.

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

Motion No. 3156 Carried
For Vote: Council Voted Unanimously

ECONOMIC & COMMUNITY DEVELOPMENT

Economic & Community Development Manager presented his report.

Cherbourg Café

3 applications have been submitted for the Cherbourg Cafe Premises

1. Hope and Future Project
2. Averil Gray
3. Cherbourg Hornets

Council has requested further information before making a final decision on the Cherbourg Café.

Building Report

25 Broadway St- Lot 2/SP357153

New dwelling building work assessment against the relevant benchmark P1 of Queensland Development Code MP 1.2- Design and Siting Standard for Single Detached Housing- on Lots 450sqm and over, triggers a requirement to vary the front setback requirements due to encroachment-see attached appendix A - Referral Agency Application PA26-21307 in section 10. Appendices

Resolution

That Council seek a variation to the assessment benchmark P1 of Queensland Development Code MP 1.2- Design and Siting Standard for Single Detached Housing- on Lots 450sqm and over, approving the reduction in front setback from 6 metres to 5 metres for the proposed new dwelling at 25 Broadway St Cherbourg.

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

Motion No. 3157 Carried
For Vote: Council Voted Unanimously

9 Bell Street – Lot 1/SP357153

A building work assessment for the proposed new dwelling has been undertaken against the relevant benchmarks P1 and P2 of the Queensland Development Code MP 1.2 – Design and Siting Standard for Single Detached Housing on lots 450sqm and over. The assessment identifies a requirement to vary the front and rear setback provisions due to the proposed encroachment. Refer to Appendix B – Referral Agency Application PA26-21308, included in Section 10: Appendices.

Resolution

That Council seeks a variation to the assessment benchmarks P1 and P2 of the Queensland Development Code MP 1.2 – Design and Siting Standard for Single Detached Housing on lots 450sqm and over and approves the reduction of the front setback from 6 metres to 4.9 metres and the rear setback from 1.5 metres to 1.482 metres for the proposed new dwelling at 9 Bell Street, Cherbourg.

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

Motion No. 3158 Carried
For Vote: Council Voted Unanimously

23 Broadway Street

Refurbishment Option

An engineering report prepared by Engineers Plus has confirmed the structural adequacy of the existing concrete stumps and hardwood sub-floor. This supports the option of refurbishing the upper dwelling elements.

A comprehensive costing exercise has been completed for the following scope of works:

Following completion, the dwelling is expected to provide a further 50-year design life, with amenity and running costs comparable to a new home.

Subject to funding approval from First Nations Housing and Homelessness, the refurbishment is expected to be achievable within a timeframe of more than six months, at an estimated cost of $934,525.51 excluding GST.

Demolition and Future Rebuild Option

If demolition is pursued, support would be required from First Nations Housing and Homelessness to include 23 Broadway Street in the current Strategic Capital Delivery Plan.
Demolition works could be completed within a period of less than six months.
Given Council's current construction commitments, the site is likely to remain vacant for at least two years before a rebuild could commence.

The estimated total cost for demolition, disposal fees, site preparation and construction of a new four-bedroom CBFDP brick veneer dwelling in 2028 is approximately $1.5 million to $1.6 million.

Council consideration is required for the options of refurbishment vs demolition/rebuild to inform FNHH of Councils preference.

Resolution

That Council resolves to demolish the existing dwelling at 23 Broadway Street and construct a new four-bedroom dwelling.

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

Motion No. 3159 Carried
For Vote: Council Voted Unanimously

10 Cobbo Street

Due to site constraints of an existing over height non-structural retaining wall & no driveable access the only workable option to deliver a SCU is to use a transportable building.

The Building Dept. has worked with a local supplier with remote capital delivery experience Asset Cabins to design a 2 bed SCU that incorporates the Cherbourg Built Form Design Principles plus all accessibility, durability, security, & maintenance minimizing features equivalent to our current brick veneer construction projects.

This solution differs substantial from State Government MMC housing.

Resolution

Council resolves to endorse the concept design version 2- 30.07.2026 from Asset Cabins & approves submission to FNHH for formal design review.

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

Motion No. 3160 Carried
For Vote: Council Voted Unanimously

5. QuickStart Demolition & Rebuild Sites

3a/b Oak Ave

The Building Dept. has worked with our design team & prepared the concept design for a 2-bed duplex attached as appendix D at section 1O. Appendices and snips below:

2 Bedroom Platnum Standard

That Council endorses the August 26 3a/b Oak Ave concept designs Platinum Standard from Bark Architects & approves the Building Dept. advancing the design to construction stage plans for submission to FNHH for formal design review

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

Motion No. 3161 Carried
For Vote: Council Voted Unanimously

3 Jerome

The Building Dept. has worked with our design team & prepared the concept design for a 5-bed house attached as appendix E at section 10.

Resolution

That Council endorse the August 26 3alb Oak Ave & 3 Jerome St concept designs from Bark Architects & approves the Building Dept. advancing the design to construction stage plans tor submission to FNHH for formal design review

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

Motion No. 3162 Carried
For Vote: Council Voted Unanimously

10/11 Jerome Street

10/11 Jerome St was identified as a priority site for demolition & rebuild under the Strategic Capital Plan. The existing houses were demolished earlier enabling rebuild on the sites. The Strategic Capital Plan identifies the site as an opportunity to provide 4x 2-bed platinum villa style accommodation for elders & community members with mobility issues. Council has indicated a preference to construct 2x 4-bed dwellings on the site.

Site Details:
11 Jerome St -1049m2 10 Jerome St- 845m2 Total-1894m2

Buildability:
4x 2bed villas - workable, but requires extensive variations to setbacks to achieve a good siting outcome & yard for 4 villas

2x 4-bed dwellings - workable, ideally requires reconfiguring of lots to achieve 2x 947m2 even size lots, yards, & street frontage for a professional outcome.

After deliberations council has decided to opt for the 2x4 bedroom houses.

Resolution

Council resolves to approve

- ***the building of 2x4 bedroom houses on 10 & 11 Jerome Street***
- ***a variation to the Strategic Capital Plan to include (2x4 Bedroom Houses- instead of the 4 x 2bed villas)***

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Tom Langton

Motion No. 3163 Carried
For Vote: Council Voted Unanimously

19-20 Barambah Ave

The commercial building at 19-20 Barambah Ave has a clerestory style roofing system installed that features inadequate box gutters with no overflow provision & some rust dilapidation present. The clerestory roofing system also encourages roosting of pigeons & other pest bird species under its upper eaves plus provides a vulnerable point of break & entry to the building through the upper windows

The clerestory roofing system is most likely a legacy design choice to enable good convection cooling to the spaces below but is not compatible with current energy efficient air handling equipment & commercial office/shop environments

In 2023/4 the box gutter overflowed into Lenas shop due to not having a compliant overflow system installed. The Building Dept. implemented emergency measures cutting in a rough overflow & cutting the blocked leg off the downpipe. The roof has not overflowed since but leaks via the rust holes are still present Limited W4Q funding is available to approach the problem

Resolution

That Council endorses Option 3,

- ***the current W4Q funding is sufficient to implement temporary repairs,***
- ***carry out structural assessment of the building for re-engineering of the upper structure,***
- ***plus all engagement & design work required.***

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Tom Langton

Motion No. 3164 Carried
For Vote: Council Voted Unanimously

Report Approval

That Council resolves that the Economic & Community Development Report be adopted.

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Tom Langton

Motion No. 3165 Carried
For Vote: Council Voted Unanimously

OPERATIONS DEPARTMENT

The Operations Manager Presented his Report

Report Approval

That Council resolves that the Operations Dept Report be adopted.

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Tom Langton

Motion No. 3166 Carried
For Vote: Council Voted Unanimously

1.00am meeting adjourned for lunch
1.25pm meeting recommenced

1.30pm Presentation – Brett De Chastel
2.00pm Edwina Stewart & Wawida Collins

Edwina & Wawida presented a Community Agency Group update.

Edwina Stewart then presented the Community Services Report

COMMUNITY SERVICES

Report Approval

Council resolves that the Community Services Report be adopted.

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Daniel Weazel

Motion No. 3167 Carried
For Vote: Council Voted Unanimously

2.20pm Edwina Stewart & Wawida Collins left meeting

CORRES CONT.

Rayden Quakwoot

Requesting the next Yarn Up Event in Cherbourg be on 23-24 February 2027.

Council agreed

Resolution

That the next Yarn Up Event be held in Cherbourg on 23-24 February 2027.

Moved: Cr Tom Langton
Seconded: Cr Daniel Weazel

Motion No. 3168 Carried
For Vote: Council Voted Unanimously

Cherbourg Hornets

Cherbourg Hornets is seeking council financial support to pay a bus invoice incurred by the club in sending supporters to the Womens Grand Final Match in Maryborough.

Following due consideration, Council resolved not to approve payment of the invoice. Council is of the view that meeting expenses on behalf of external organisations is not appropriate, as such action may establish a precedent for similar requests in the future.

LGAQ

LGAQ Digital Services and Granicus OpenCities Platform.

LGAQ Digital Services supports 51 Queensland councils to deliver modern, reliable and accessible websites and online services. Our offering continues to evolve with changing technology, community expectations and the growing need for councils to provide services online.
After deliberation council approved the LGAQ Digital Services and Granicus OpenCities Platform.

Wide Bay Burnett Resource Recovery MOU

The Wide Bay Burnett Resource Recovery – Memorandum of Understanding was presented for endorsement Between:

Bundaberg Regional Council
Cherbourg Aboriginal Shire Council
Fraser Coast Regional Council
Gympie Regional Council
North Burnett Regional Council
South Burnett Regional Council

Resolution

That Council endorse the The Wide Bay Burnett Resource Recovery – Memorandum of Understanding Between:

Bundaberg Regional Council
Cherbourg Aboriginal Shire Council
Fraser Coast Regional Council
Gympie Regional Council
North Burnett Regional Council
South Burnett Regional Council

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Tom Langton

Motion No. 3169 Carried
For Vote: Council Voted Unanimously

Corres Copnt.

Kate Wharton

NBN Update

Minister State Dev, Infrastructure, Planning & Industrial Relations

LG Remuneration Commission

State Government

Qld Government – Grants Commission

Grants Commission Deputations at LGAQ Conference 2026

LGAQ

Young Councillor Cohorts attendance at the 2026 LGAQ conference

Uni Qld

Thank you letter from Professor Deborah Terry AC – Vice Chancellor and President Uni Qld for warm welcome and generosity shown during their visit to Cherbourg.
Noted

LGAQ

Voting entitlements for LGAQ Annual Conference and Annual General Meeting.

Delegate Voting Entitlements

Council agreed that Mayor Simpson and Deputy Mayor Gordon Wragge will be Council's voting delegates at the 2026 LGAQ Annual General Meeting and Conference.

Resolution

That council appoints Mayor Bruce Simpson and Deputy Mayor Gordon Wragge as their voting delegates at the 2026 LGAQ Annual General Meeting and Conference.

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

Motion No. 3170 Carried
For Vote: Council Voted Unanimously

2.35pm ***meeting closed***

Mayor's Report

Chief Executive Officer's Report

1. 2025/2026 External Audit Closing Report:

To present the Queensland Audit Office's 2026 Closing Report for the financial year ended 30 June 2026 and seek Council's endorsement of the report and management's proposed corrective actions.

The Queensland Audit Office, in conjunction with its audit engagement team, has substantially completed the external audit of Cherbourg Aboriginal Shire Council's financial statements for the 2025/2026 financial year. The 2026 Closing Report, dated 9 October 2026, provides an overview of the audit conclusions, financial sustainability indicators, key audit observations, internal control deficiencies, outstanding audit matters and recommendations for future improvement.

The QAO has advised that it expects to issue an unmodified audit opinion on Council's financial statements and its Current-Year Financial Sustainability Statement, subject to the completion of outstanding audit matters. The audit is substantially complete; however, the final audit opinions remain subject to completion of the required procedures and documentation.

The report acknowledges the cooperation of Council's management and staff throughout the audit process. It also identifies opportunities to

strengthen procurement practices, supplier master data controls and asset management processes.

KEY FINDINGS:

The QAO report identifies the following key matters:

1.Financial sustainability: Unrestricted cash expense cover was 10.7 months at 30 June 2026, exceeding the four-month target. However, Council's five-year average operating surplus ratio was -41.6%, and its asset sustainability ratio was 20.1%, highlighting ongoing operating and asset renewal challenges.

2.Supplier master data: Improvements to supplier verification, approval and recordkeeping remain in progress, with a revised completion date of 31 December 2026.

3.Asset management: Two houses omitted from the initial valuation report resulted in a corrected $695,000 audit adjustment. Improvements to asset registers and valuation documentation are planned, with completion targeted for 30 September 2027.

4.Other matters: The previously reported trade receivables issue has been resolved. The Roads to Recovery acquittal audit remained outstanding as at 9 October 2026, with completion expected by 23 October 2026.

The QAO reported no material instances of non-compliance with relevant legislation affecting the financial report and no matters raising concerns regarding probity, propriety, or suspected fraud and illegal acts during the audit.

Recommendation regarding 2025/2026 External Audit Closing Report:

That Council:

1.Receive and note the Queensland Audit Office's 2026 Closing Report dated 9 October 2026.

2.Endorse management's responses and proposed corrective actions addressing the identified audit findings.

3.Request the Chief Executive Officer to monitor implementation of the agreed actions and report progress to the Audit and Risk Committee and Council as appropriate.

4.Note that the final audit opinions remain subject to completion of the outstanding audit matters.

2. Council Audit and Risk Committee – September 2026:

The regular meeting of the Council's Audit and Risk Committee was held on 24 September 2026. A copy of the minutes is attached for the information of Council.

Key issues from that meeting for the information of Council are:-

1. The audit is still on track for finalisation within the statutory period. The Audit and Risk Committee noted that there was only one additional item identified for improvement in the interim audit (relating to changing creditor details) and management will rectify this.

2. The internal audit of the Council recycling business has been delayed as our pro bono internal auditor has left Sunshine Coast Council. We are proposing to retain the services of Ziggy Kapera to undertake one annual internal audit per year and to finalise the recycling business audit. As CEO, I will negotiate reasonable terms for that service.

3. The Audit and Risk Committee also has oversight of our major ICT Project and considered a detailed report by the Project Manager. One of the independent members will join the ICT project governance committee to provide independent advice aimed at reducing project risk for that important project.

4. The committee reviewed a recently released by LGMA on the future of the local government sector. Key issues for our Council identified from that report were:-

5. Many councils in Queensland are struggling with financial sustainability.

6. Those councils that are most successful of those that have stability at the CEO/senior management level and we have been fortunate to have that at our Council.

7. However, the committee noted that we do not have succession plans in place if some of our key staff leave at some stage in the future.

8. The committee also reviewed Council's strategic Risk Register, the monthly budget report from August and the recent CEO assessment of progress with our Corporate Plan.

Recommendation:

That Council:

That the Council receive and note the minutes of the Audit and Risk Committee held on 24 September 2026.

3 : Endorsement of the Wide Bay Burnett Regional Plan – Cherbourg Council Submission

Council has prepared a submission recommending additional content for the Cherbourg profile within the draft Regional Plan, including housing, economic development, cultural identity, infrastructure and future investment priorities.

The submission also recommends that significant Cherbourg projects be reflected in the relevant regional thematic chapters and priority project listings to strengthen recognition of the community's needs and development opportunities. Hire Council participating as a partner in the proposed ARC Industrial Transformation Training Centre focused on AI and the future of water systems; and

KEY PRIORITIES

The submission highlights the following priorities:

Housing: A proposed subdivision providing at least 50 additional allotments for community housing, alongside new housing, upgrades, maintenance and improved underground infrastructure.

Economic development and employment: Expanding Council-owned businesses, supporting local enterprises and contractors, strengthening digital service centre operations, and exploring opportunities for a local industrial estate.

Education and training: Improving school attendance and education outcomes, expanding TAFE opportunities, and supporting digital skills and university pathways.

Culture and tourism: Recognising Cherbourg's Wakka Wakka heritage, the Ration Shed Museum, truth-telling initiatives, sport and recreation opportunities, and potential links to the Brisbane 2032 Olympic and Paralympic Games.

Infrastructure and essential services: Recognising major water supply and recycling infrastructure upgrades, community safety improvements, disaster resilience projects and the proposed Multipurpose and Civic Centre.

Regional partnerships: Supporting collaboration with neighbouring Wide Bay Burnett councils and advocating for investment in industrial development, social housing and education.

The submission also recommends including an Acknowledgement of Country and relevant community demographic information in the Cherbourg profile.The proposed submission provides an opportunity for Council to strengthen the recognition of Cherbourg's priorities within the Wide Bay Burnett Regional Plan and advocate for ongoing State investment and regional partnerships.

RECOMMENDATION

That Council:

Endorse the proposed submission to the Department regarding the inclusion of Cherbourg Aboriginal Shire Council's priorities in the draft Wide Bay Burnett Regional Plan. Support the inclusion of Cherbourg's housing, economic development, education, cultural tourism and infrastructure priorities.

4 : Endorsement of Culturally Informed Fire and Flood Preparedness Products

To seek Council's endorsement of five Culturally Informed Disaster Preparedness and Emergency (CIDPE) products to strengthen community preparedness for fire and flood events.

Following consultation with Council, five products have been developed incorporating local cultural knowledge, Elders' observations of Country, emergency preparedness guidance and community mapping.

The products comprise:

1. Master Fire and Flood Document.
2. Flood Preparedness Document.
3. Fire Preparedness Document.
4. Blank Town Map for emergency messaging.
5. Fridge Magnet incorporating a QR code linking to Council's Facebook page.

The products are designed for use through community mail-outs, posters, social media and other communication channels. They also provide information about emergency alerts, 94.1FM, ABC and listening for the emergency siren.

Subject to endorsement, Council officers will review the products with the project team, identify any required amendments and consider incorporating local languages where appropriate. The finalised products

will be provided to Council for inclusion as annexes to the Local Disaster Management Plan, subject to the required approval processes.

RECOMMENDATION

That Council:

1. Endorse the five CIDPE fire and flood preparedness products, subject to final review and amendments.
2. Authorise the Chief Executive Officer to coordinate finalisation of the products with the project team.
3. Support incorporating the finalised products as annexes to Council's Local Disaster Management Plan, subject to the required approval processes.

5 : Operational Plan 2026/2027 – Quarter 1 Report to Council :

The first quarter of the 2026/2027 financial year has focused on progressing Council's Operational Plan priorities, maintaining essential community services, strengthening organisational capability and advancing key infrastructure and economic development projects.

Council continues to work collaboratively with the Mayor, Councillors, Executive Leadership Team (ELT), government agencies, neighbouring councils and community stakeholders to deliver outcomes that support the needs and aspirations of the Cherbourg community.

Progress has been recorded across the Office of the Chief Executive Officer, Corporate Services, Operations, Economic and Community Development, and Community Services. Key areas of achievement include workforce development, improvements to recycling operations, progress on water infrastructure projects, continued delivery of housing programs, advancement of capital works and ongoing community engagement.

While most reported activities are progressing, several initiatives require continued attention. These include securing funding and support for a new Community and Council Administration Building, completing the Water Treatment Plant upgrade procurement process, developing asset management plans for community facilities, implementing the new enterprise resource planning (ERP) system and finalising outstanding policy and planning work.

Council will continue to monitor project milestones, financial performance, operational risks and service delivery throughout the second quarter to ensure the Operational Plan remains aligned with the Corporate Plan 2025–2030.

I have attached the detailed report for council.

RECOMMENDATION

That Council:

1. Receives and notes the CEO's Quarter 1 Report on the Operational Plan 2026/2027 for the period 1 July to 30 September 2026.

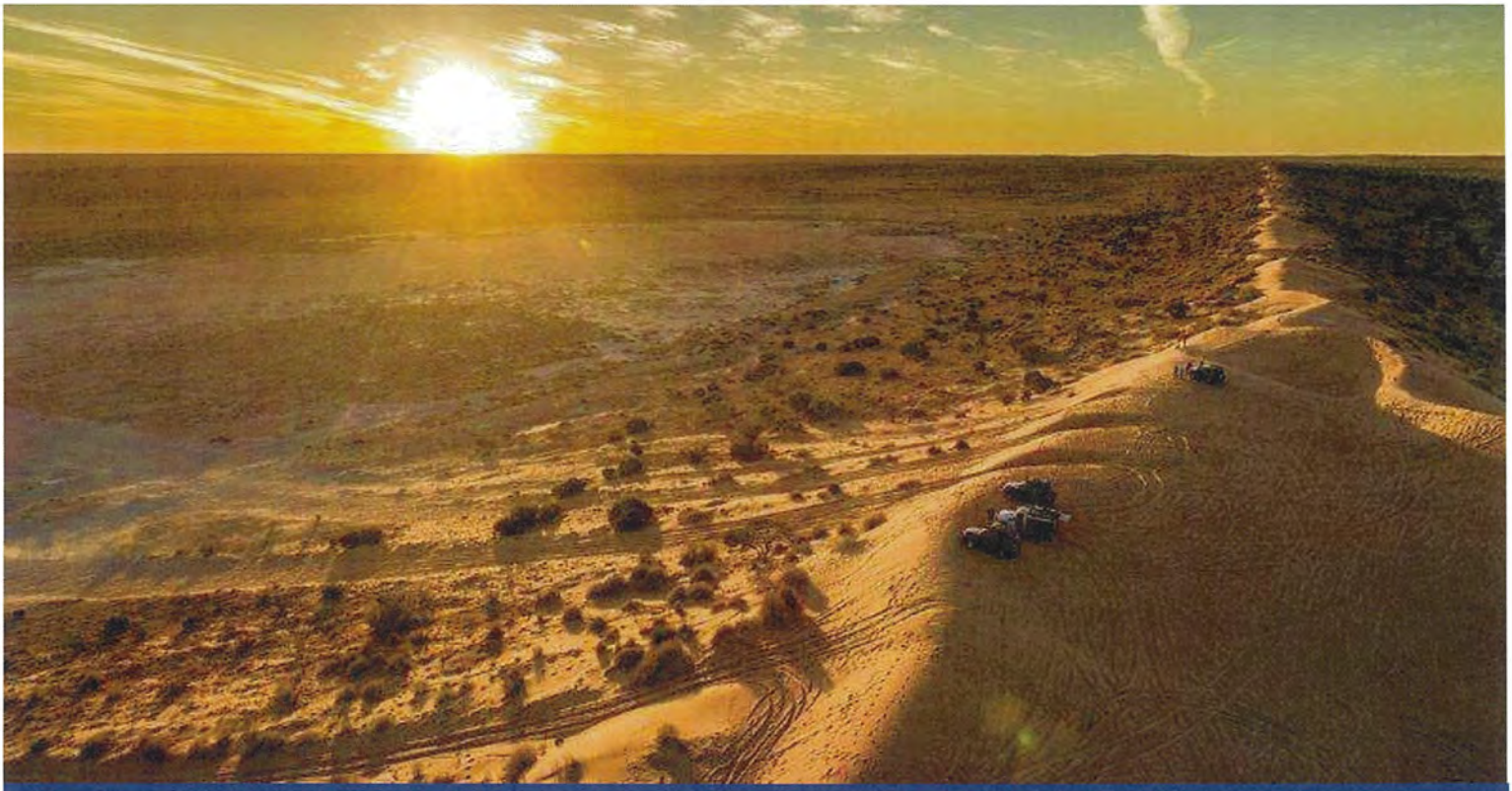
2.Notes the reported progress, project statuses and matters requiring further attention.

3.Requests the CEO and ELT to continue monitoring implementation and report on progress in the next quarterly report.

Kind Regards,



Chatur Zala, CEO



2026 CLOSING REPORT

Cherbourg Aboriginal Shire Council

9 October 2026

Queensland Audit Office
Better public services

Queensland Audit Office
Better public services

Zala Chatur
Chief Executive Officer
Cherbourg Aboriginal Shire Council

Dear Mr Chatur

2026 Closing report for Cherbourg Aboriginal Shire Council

We present our closing report for the financial year ended 30 June 2026 confirming our expected audit opinion and highlighting key matters that are important for those charged with governance.

Audit conclusion

We expect to issue an unmodified audit opinion on your financial statements, subject to completing the final outstanding audit matters. These matters are routine to finalising the audit and do not change our overall audit conclusions at this stage.

We also expect to issue an unmodified audit opinion on your Current-Year Financial Sustainability Statement.

Key observations arising from our audit

As part of our year-end audit procedures, we identified one control deficiency relating to procurement. These matters do not affect our expected audit opinion but should be addressed to strengthen financial management and stewardship. Management's responses are included later in this report.

Our estimated audit fee is $90,000 (budget $90,000).

QAO welcomes your feedback and will invite your entity to complete a short online survey to help improve our audit services.

Thank you for the support provided by the Council staff involved this year's audit. We value the working relationship that we have built with your team. If you have any questions or would like to discuss this report, please contact me on 3233 3143 or Phoebe Prentice on 3233 9416.

Yours sincerely

Tom Cook
Partner

Enc.
cc. Bruce Simpson, Mayor
Mark Pitt, Chair of Audit and Risk Committee

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

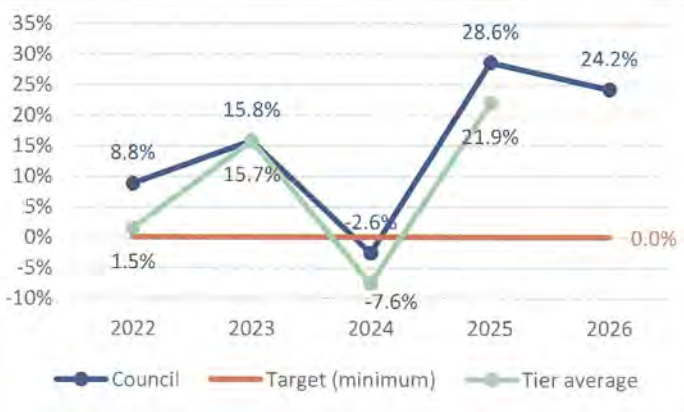
Phone 07 3149 6000
Email qao@qao.qld.gov.au
Web www.qao.qld.gov.au
Queensland Audit Office (QAO)

1. Financial sustainability assessment

Councils are required to report a variety of metrics under the Financial Management (Sustainability) Guideline 2024 (the guideline) issued by the Department of Local Government, Water and Volunteers (the department).

The department has also published a risk framework with the guideline; however, the risk framework does not assign an overall risk of financial sustainability. Accordingly, we have not assessed council's financial sustainability.

As required under the Local Government Regulation 2012, we have audited the accuracy of calculating these ratios in line with the guideline and will issue an audit opinion on the current year financial sustainability statements. Our audit opinion does not include 2 contextual ratios disclosed by council in the current year financial sustainability statements.

Ratio	Commentary
Operating surplus ratio – The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	
	Council's 5 year average is **-41.6%** There is no target minimum, however this ratio indicates that council's operating expenses exceed its operating revenue. Operating deficits over the long term affect a council's ability to internally fund its capital requirements and other initiatives as and when they fall due, potentially requiring external funding support.
Operating cash ratio – The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.	
	Council's 5 year average is **15.0%** This is **greater** than the **0.0% target** for the tier, indicating that council is able to fund its core operational expenses. A positive operating cash ratio indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund its operating expenditure requirements before depreciation and amortisation, and any finance costs.
Unrestricted cash expense cover ratio – The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.	
Council's unrestricted cash expense cover ratio at 30 June 2026 is **10.7 months**	
This is **greater** than the **4 months target** for the tier, indicating that council has sufficient cash available to fund future planned and unplanned expenses.	

Ratio	Commentary

A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery.

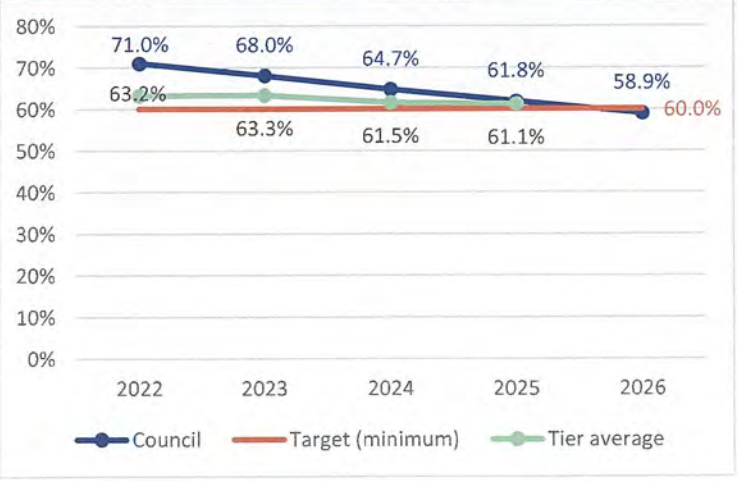
Asset sustainability ratio – The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.



Council's 5 year average is **20.1%**

This is **less** than the **90% target** for the tier, potentially indicating council are underspending on capital replacement of their assets. This has been a consistent year-on-year trend and is influenced by the nature of council's assets which are more often replaced than renewed.

Asset consumption ratio – The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.



Council's 5 year average is **64.9%**

This is **greater** than the **60.0% target** for the tier, indicating council's assets are being consumed in line with their estimated useful lives.

Council's ratio has been steadily declining over the last 5 years and fell below the target level in the current year. This reflects the aging of Council's infrastructure assets requiring additional investment in asset renewals in the coming years to maintain the serviceability of these assets.

2. Audit conclusions

Outstanding matters to be finalised

The audit is substantially complete, subject to finalising the matters outlined below. These items are typical at this stage of the audit and are required before we can issue our audit opinion. Responsibility for each item is noted to support timely completion.

Outstanding item	Responsibility
Final quality review by team leader and engagement leader of work performed	Audit
Financial statements review – quality check over final version	Audit
Subsequent events update – review of transactions and events to date of signing	Management and Audit
Management representation letter – to be signed with the financial statements	Management
Financial report certification – signing of the financial statements by management	Management
Other grant certificates (R2R) – completing the audit and certification	Management and Audit

Areas of audit focus

In our external audit plan, we identified those items and areas with highest risk of material misstatement, based on both likelihood and financial impact. The table below outlines our overall conclusions on these areas of audit focus.

Risk short description	Inherent risk	Control reliance	Audit conclusion
Valuation of infrastructure assets • Housing and Infrastructure Assets subject to valuation is the most material balance in the PPE financial statement caption. • Valuation of these assets involves significant estimates and judgements. • Housing and Infrastructure assets generally have long lives which require significant estimation.	Significant	N	**Testing performed** We have assessed: • The appropriateness of valuation techniques and assumptions adopted in determining fair value as well as useful lives used to calculate depreciation; • The appropriateness of indices applied to asset classes as part of the desktop valuations completed by Council; • The competency, objectivity, and qualifications of management's expert; • Reasonableness of key assumptions and inputs; and • Reasonableness of unit rates and source data. **Results and conclusion** Based on the results of the procedures performed, we have obtained sufficient appropriate evidence that the balance is not materially misstated. In the course of completing our procedures over Council's comprehensive valuation, we identified two houses that were not appropriately captured in the initial valuation report. These have now been appropriately adjusted for in the final valuation report and we have raised a corrected audit misstatement for the written down value of $695 thousand.
Revenue Recognition of Grants	Moderate	N	**Testing Performed** Our work included:

Risk short description	Inherent risk	Control reliance	Audit conclusion
• Revenue recognition depends on the specific terms and conditions applicable to the grants. • Grants are a material income stream for Council.			• Evaluating management's application of AASB 15 and AASB 1058 including assessing the relevant assumptions and judgments applied to contractual revenues; • Testing the completeness and accuracy of the grants register; • Substantively testing revenue streams by vouching to supporting documentation and assessing year-end cut-off; and • Assessing the appropriateness of the disclosures in the financial statements. **Results and conclusion** Based on the results of the procedures performed we have obtained sufficient appropriate evidence that the grants are not materially misstated and have been recognised consistent with the requirements AASB 15 and AASB 1058.
Completeness, existence, and accuracy of purchases and goods and services including procurement and contract management Procurement and contract management is a key focus area for compliance, ensuring value for money, managing conflicts of interest and maintaining transparency to the community	Moderate	N	**Testing performed** • Tested the design and implementation of relevant internal controls. • Tested a sample of changes made to vendor master data to ensure these changes were appropriately supported. • Reviewed a sample of significant transactions to ensure compliance with procurement policy and the Local Government Regulations. • Completed an assessment of unrecorded liabilities to ensure completeness of expenditure incurred during the period. • Selected a sample of expenses and trace through to invoice and payment. **Results and conclusion** Based on the results of the procedures performed, we have obtained sufficient appropriate evidence that purchases of goods and services, as well as the corresponding payable accounts, are not materially misstated at year-end. As outlined in our interim report, our assessment of Council's processes relating to changes made to vendor master data identified inconsistencies in the retention of documentation supporting these changes. This has been raised as a significant deficiency with further details outlined in Section 3 of our report. From the sample of procurement activities selected we identified two instances where Council was unable to evidence that procurement practices were effectively applied in line with Council's policies. We have raised this as a control deficiency, refer to Section 3 of our report for further detail.

Emerging risk – frontier artificial intelligence models

Frontier artificial intelligence (AI) models are highly advanced systems that are becoming increasingly capable of analysing complex systems, identifying vulnerabilities, and generating sophisticated methods to exploit weaknesses. Their increasing use is contributing to a heightened cyber risk environment.

In June 2026, the Australian Cyber Security Centre issued a 'call to action'. This statement signals that leading cyber security agencies expect AI-driven threats to escalate within months. They are urging boards and executives to act now by strengthening core controls and treating cyber risk as a business issue and leadership responsibility.

This includes actions such as strengthening foundational cyber controls, reducing reliance on legacy systems, and improving resilience to withstand and respond to incidents. These actions align with the cyber security frameworks issued by the Queensland Government Cyber Security Unit. While these expectations are not new, the increasing capability of frontier AI models means the time available to strengthen these areas is becoming more limited.

In response to this call to action, the following may assist in strengthening your organisation's management of cyber security risks:

Managing emerging cyber risks from frontier AI			
Risk identification and assessment	**Risk management and documentation**	**Control uplift and mitigation**	**Governance and oversight**
Assessing the risks arising from frontier AI in the context of your cyber security controls and operating environment.	Updating risk registers and documentation of new or changing risks, including risk ownership, controls, and mitigation strategies.	Strengthening key controls, particularly patch management, identity and access management, and third-party arrangements.	Briefing the audit and risk management committee on this emerging risk and any updates to the organisation's risk profile.

Public sector audit objectives

Public sector officers have a stewardship role in exercising their powers and managing public resources. Entities are expected to use these resources appropriately, comply with legislative requirements, and demonstrate value for money through efficient, effective, and economical service delivery. As part of our audit, we considered these public sector audit objectives.

The table below summarises the areas we considered as part of our audit and our results.

Areas considered	Summary of results
Compliance with legislation and policy	We did not identify any material instances of non-compliance with relevant legislation, government policies, or prescribed requirements that affected the financial report.
Probity and propriety	Our procedures did not identify matters that raised concerns about the probity or propriety of key decisions or activities during the year.
Procurement practices	We assessed the council's procurement arrangements for compliance with the Local Government Regulation 2012, including the management of conflicts of interest, adherence to sound contracting principles, and the completeness of contract information published on the council's website.

Based on the procedures performed and as summarised in the table above, we did not identify any matters that require reporting to management or those charged with governance in relation to these public sector audit objectives.

Other audit opinions

Commonwealth certificates

Each year, we are required under the relevant legislation and Commonwealth Government funding arrangement to provide an audit opinion on the following grants.

Grant acquittal	Status of the audit
Roads to Recovery	As at the date of this report, have not completed our audit of the Roads to Recovery acquittal. We expect to compete our audit by 23 October 2026.

Materiality

We reassessed our audit materiality thresholds based on your year-end financial statement balances, and these have changed since we communicated them in the external audit plan. We used these thresholds in finalising our audit and assessing misstatements.

Area	Year-end amount	Per external audit plan
Overall materiality	$501,000	$402,000
Performance materiality	$425,000	$341,700
Clearly trivial threshold	$25,000	$20,100
Specific – property, plant and equipment[1]	$10,800,000	$10,800,000
Specific clearly trivial threshold[1]	$540,000	$540,000

Note: [1] Specific materiality is only applicable to the valuation of property, plant and equipment and to the associated asset revaluation surplus balances.

Corrected quantitative misstatements

We identified the following quantitative misstatements during the audit. Management subsequently corrected them in the financial statements.

#	Details	Profit or loss Dr/(Cr)	Asset Dr/(Cr)	Liabilities Dr/(Cr)	Equity Dr/(Cr)
		$'000	$'000	$'000	$'000
1	Property, Plant and Equipment- Houses	-	695	-	-
	Asset Revaluation Surplus	-	-	-	(695)
	Correction of comprehensive revaluation report for two houses which were not appropriately captured in the initial valuation results.				
	Total	**-**	**(695)**	**-**	**(695)**

Current year uncorrected quantitative misstatements

Our audit identified the following quantitative misstatements, which we reported to management. Management has assessed these misstatements as not material (either to the financial statements as a whole or to individual line item presentations). We concur with management's assessment.

#	Details	Profit or loss Dr/(Cr)	Asset Dr/(Cr)	Liabilities Dr/(Cr)	Equity Dr/(Cr)
		$'000	$'000	$'000	$'000
1	Cash and cash equivalents	-	107	-	-
	Interest Revenue	(107)	-	-	-

#	Details	Profit or loss Dr/(Cr)	Asset Dr/(Cr)	Liabilities Dr/(Cr)	Equity Dr/(Cr)
		$'000	$'000	$'000	$'000
	Receipt of June 26 QTC Interest which was not recorded in the FY26 period.				
2	Interest Revenue	59	-	-	-
	Retained Earnings	-	-	-	(59)
	Correction of a misstatement identified in the prior year relating to understatement of QTC interest. This was subsequently recognised in FY27 which has resulted in the overstatement of revenue in the current year.				
3	Materials and Services	74			
	Refuse restoration provision			(74)	
	Rehabilitation cost estimates not appropriately escalated for the 3-year period elapsed since the previous estimate performed in FY23.				
	Total	**26**	**107**	**(74)**	**(59)**

1. Status of audit issues

Internal control issues

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

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

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

The following section details control deficiencies and other matters identified as at 9 October 2026. It includes a response from management.

D Deficiency

26-CR1 Lack of adherence to Council's Procurement Policies

Issue category **Procurement and contract management**

Observation

Through procedures conducted during our audit relating to probity and procurement we identified one contract (valued at approx. $950k) for which management was unable to provide a clear audit trail of evidence to support that the contract was appropriately evaluated in line with Council's procurement policy. While evidence was able to be obtained that indicated that value for money had been considered in executing the contract through discussion at Council meeting, support was not retained or documented in a way that enabled a clear demonstration of the evaluation conducted by management, including an assessment of potential conflict of interest. In addition, for this contract we noted that Council was unable to obtain three quotes which is the minimum required under Council's policy for new contractual arrangements with a value above $50k. We acknowledge that Council utilised a standardised Master Builders QLD residential building contract and were required to make submissions through QBuild to obtain funding for the contract.

Implication

There is a risk that not fully complying with Council's procurement policies could result in procurement decisions subject to bias or create a perception that supplier selection was not conducted independently and at arm's length. This has the potential to compromise the fairness, integrity and transparency of procurement procedures. Where policy requirements are impractical or difficult to achieve given the unique circumstances of CASC as an Aboriginal Shire Council, gaps may arise in management procedures designed to ensure value for money.

QAO recommendation

We recommend Council strengthens their existing procurement processes by establishing a practical and achievable policy and guideline that acknowledges the size and complexity of Council's operations. Council should develop checklists, templates and standard terms and conditions (potentially sourced from State Government) and consistently utilise these in supporting procurement activities wherever possible.

Management response

Council conducted an internal audit Procure-to-Pay Review in 2025 which produced a number of recommendations to improve compliance with the Local Government Regulations and extract better value for money through the procurement process. One of the recommendations, which Council is working to address, is to review the current suite of procurement policies and procedures to establish practical policies and standardised processes that reflect Council's size and complexity of operations.

Responsible officer: Dol Ranabhat (Finance Manager)

Status: Work in progress

Action date: 30 September 2027

Matters previously reported

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

Ref.	Rating	Issue	Status
26-IR1	S	**Supplier Master Data Changes** Category: Procurement and contract management Council's processes do not consistently involve formal review and approval of non-banking detail changes nor the need to retain information to support these changes. We recommend Council enhance their existing processes to formalise the review and approval of all changes to supplier master data. This process should include retention of information supporting the change and the actions taken by Council to verify the legitimacy and accuracy of the change being requested.	Status: Work in progress Responsible officer: Dol Ranabhat Action date: 30 September 2026 Revised Action Date: 31 December 2026 Council will reinforce the requirement to use the Vendor Masterfile Change Checklist, to ensure a consistent audit trail is maintained. Council will also implement an EFTsure exception register for suppliers that cannot be validated through EFTsure.
25-IR1	D	**Reconciliation between valuation results and asset register movements** Category: Property, plant and equipment	Status: Work in Progress

Ref.	Rating	Issue	Status
		We recommend Council implement procedures to ensure complete and accurate property, plant, and equipment registers are provided to valuers as at the valuation date. Management should also maintain clear documentation of the data cut-off date provided to valuers to clarify which asset movements are excluded from the valuation. QAO/KPMG FY26 Update: Through our procedures over the comprehensive valuation of building and housing assets conducted in FY26, we identified an audit difference relating to two houses which were not appropriately captured in the initial valuations. Management has noted challenges in ensuring completeness of the valuation report as a result of a number of changes to address details and other infrastructure built since the last comprehensive valuation in FY2022. We suggest that a more structured approach be taken to recording these assets within the register to allow them to be easily identified through subsequent physical inspections. We understand there are limitations in the current system, however, the transition to the new ERP system in FY28 could provide additional functionality to resolve this issue.	Management agrees with the recommendation. Council will strengthen procedures to ensure complete and accurate asset registers are provided to valuers, including clearly documenting the valuation cut-off date and subsequent asset movements. Council will also improve the recording of asset addresses and identifying information to support future physical inspections. The transition to the new ERP system will provide an opportunity to further improve asset register functionality and controls. Responsible officer: DoI Ranabhat Action date: 30 September 2026 Revised action date: 30 September 2027
25-IR3	D	**Ineffective review of recoverability of trade receivables** Category: Revenue controls and revenue management In performing testing over accounts receivable in FY25, we noted two errors which resulted in an overstatement of the trade receivable balance, highlighting a breakdown in the control.	Status: Resolved Management has undertaken review procedures to assess cash receipts processed close to year-end, as well as the recoverability of outstanding balances, including disputed claims, denied or partially approved invoices, and incomplete work. QAO/KPMG Update: We have noted no audit differences in performing our year-end audit procedures over the trade receivables balance as at 30 June 2026 and, as a result, we consider this matter resolved. Responsible officer: DoI Ranabhat Action date: 30 June 2026

2. Other required information

We are required to report certain matters to those charged with governance. The table below provides a summary of the matters we usually communicate at the end of our audit.

Matters for QAO to consider	How these were addressed
Disagreements with management	During our audit, we received full cooperation from management and had no unresolved disagreements over the application of accounting principles and the scope of our audit.
Significant difficulties	We did not encounter any significant difficulties during the audit.
Compliance with laws and regulations	We did not identify any instances of non-compliance with laws and regulations having a material effect on the financial report.
Matters significant to related parties	We did not identify any significant matters relating to related parties during the audit.
Changes to accounting policies	We confirm there were no significant changes to accounting policies during the period.
Accounting for estimates and judgements	We have identified two key accounting estimates for Cherbourg Aboriginal Shire Council which relate to the significant judgements and estimates for valuation of property, plant and equipment and the restoration provision. Based on our audit procedures, we note the following regarding judgement and estimates: • There have been no significant changes in how management has performed its estimation and assessed any associated uncertainties compared to prior year. • We did not engage an auditor's experts. • We did not identify any indicators of management bias. • We did not encounter any difficulties in obtaining sufficient audit evidence to support management's estimates and judgements. • Accounting policies in place appropriately reflect the accounting treatment of relevant estimates. • The methodology adopted in determining the estimates are materially in accordance with accounting standards
Other matters significant to the oversight of the financial reporting process	We did not identify any significant matters relating to the financial reporting process during the audit.
Fraud and illegal acts	We enquired of management regarding: • knowledge of any fraud or suspected or alleged fraud affecting the entity involving management, employees who have significant roles in internal control, or others where fraud could have a material effect on the financial report • knowledge of any allegations or suspected fraud affecting the financial information. In addition to the above enquiries, we have also undertaken procedures to address fraud risks and we are not aware of any fraud or illegal acts during our audit.
Written representations we are requesting	We are required to obtain written representations from management, and where appropriate, those charged with governance. Our requested written representations are included with this report. We have discussed these with management, and they are comfortable to make these representations. Those charged with governance should also make appropriate enquiries of management to be satisfied with the written representations made.
Other information in the entity's annual report	We have not yet performed audit procedures to verify the other information in the entity's annual report as required by Australian Auditing Standard ASA 720 *The Auditor's Responsibilities Relating to Other Information*. Our review will examine whether financial and non-financial information in the annual report is consistent with the financial report.

3. Next year planning considerations

We identified the following matters during the current year audit for consideration in planning next year's audit.

Next year audit planning considerations	Potential effect on financial statements	Potential effect on audit
Comprehensive valuation of land, motor vehicles, property plant & equipment and infrastructure assets	Increased risk of errors given the level of judgement involved in conducting comprehensive valuations of infrastructure assets	Additional testing of asset valuations including the work performed by management's external valuation expert



qao.qld.gov.au/reports-resources/reports-parliament

Suggest an audit topic

Contribute to an audit in progress

Subscribe to news and our blog

Connect with QAO on LinkedIn

Sri Narasimhan
Queensland Audit Office
T: (07) 3149 6208
E: Sri.Narasimhan@qao.qld.gov.au

Thomas Cook
KPMG
T: (07) 3233 3143
E: tcook3@kpmg.com.au

T: (07) 3149 6000
E: qao@qao.qld.gov.au
W: www.qao.qld.gov.au
53 Albert Street, Brisbane Qld 4000
PO Box 15396, City East Qld 4002

Queensland Audit Office
Better public services

Minutes - Audit and Risk Committee

Cherbourg Aboriginal Shire Council

Thursday 24 September 2026

10.00am – Teams Meeting and Cherbourg Council Chambers

Attendees

Audit and Risk Committee Members

Mark Pitt – Independent member (Chairperson)

Tamara Allen-Canny – Independent member

Deputy Mayor Gordon Wragge

Cr Daniel Weasel (via Phone)

Incoming ARC Members (Observer as part of transition plan)

Terry Brennan – Independent member

Apologies

Mayor Bruce Simpson

Ray Currie – Independent member

Ziggy Kapera – Internal Audit

Warren Collins – Manager of Corporate Services

Council staff Observers

Zala Chatur – CEO

Sean Nicolson – Economic and Community Development Manager

Dol Ranabaht – Manager of Financial Services

Brett de Chastel – Council Advisor

Auditors

Chantelle Hannah – Queensland Audit Office (via Teams)

Cynthia Jani - Queensland Audit Office (via Teams)

Thomas Cook – Partner KPMG External Auditor

Phoebe Prentice – KPMG External Auditor

1. **Meeting Opening and Welcome.**

The Chairperson Mark Pitt opened the meeting at 10am and welcomed everyone with a special welcome to the incoming committee members. The committee also noted that this was the last meeting for Chantelle as the QAO representative and the Committee thanked her for her support over recent years. The Committee also welcomed Cynthia as the new QAO representative.

2. Minutes of the previous meeting

The minutes of the meeting held on 7 May 2026 were noted as true and correct.

Moved: Mark Pitt

Seconded: Cr Gordon Wragge

That the minutes of the Audit and Risk Committee meeting held on 7 May 2026 be adopted as true and correct.

Carried unanimously.

3. Matters arising from previous Minutes

All matters from the previous meeting have either been actioned or were considered separately as per these minutes.

4. Queensland Audit Office and External Auditor Update

Tom from KPMG advised that the audit is progressing well but has been delayed slightly due to late receipt of asset valuations from Council. The expectation is that the audit will still be finished in time prior to the statutory deadline. It is proposed that the draft financial statements be circulated to committee members via email for review prior to their finalisation.

The Committee also considered the interim audit report which was finalised in June 2026. The interim audit identified one area for improvement which related to ensuring security of supplier information when changes are made to masterfile data. Council management has indicated that this should be resolved by the end of September 2026 using better processes. No other new issues were identified at the interim audit.

The QAO also presented their usual report on matters of interest for Audit Committees. It was noted that the latest report by the QAO on the financial sustainability of the local government sector will be published in October. A new website to provide a central point of reference for audit committees has also been established.

The updates from the QAO and external auditor were noted.

5. Regular review of Council's finance report

DoI presented the monthly budget report for August 2026 for the information of the Committee. The Committee reviewed the report noting that the Council has made good progress in building up unrestricted cash reserves. The impact of depreciation was discussed and it was noted that most funding for deprecation comes from government grants for most asset classes.

That the Audit and Risk Committee noted the monthly budget report for August 2026.

6. Update on internal audit

The Council Advisor provided an update on internal audit issues. It was noted that the Council's internal auditor (Ziggy Kapera) had recently left Sunshine Coast Council and that the Sunshine Coast Council no longer had internal audit staff. As a result, the current internal audit on the Council's recycling business is on hold. The Committee supported the suggestion that the CEO seek to engage Ziggy Kapera to continue the internal audit role for Council given his strong working relationships and track record in producing sound internal audit reports.

The Committee also considered a timetable for future audits noting that the next audit will be focused on Council's payroll system with this audit to be undertaken in the second half of the year after the new ICT system is implemented. Other future audits will include disaster preparedness, workplace health and safety, insurance coverage and asset management.

Moved:- Cr Daniel Weasel

Seconded:- Tamara Allen-Canny

That the proposed Internal Audit program as set out in the report by the Council Advisor be adopted noting the additional audits to be undertaken in future years. Further, the Committee endorses the CEO to make suitable arrangements to continue Ziggy Kapera as Council's internal auditor.

Carried unanimously

7. Review of Council's Strategic Risk Register

On a six monthly basis, the Committee reviews Council strategic risk register. The register was reviewed with the committee providing positive feedback on the format and content of the register. The committee suggested a higher focus in Landfill management due to associated environmental risks. The Committee also noted the risk associated with a proposed reduction of funding for disaster recovery from the Commonwealth.

The updated strategic risk register was noted.

8. **ICT upgrade project**

Colin provided an update report to the committee outlining the ICT replacement project which has now commenced. Colin is the project manager and included in his report, details of the proposed Governance for the project, risks identified and how they will be managed. The committee complimented Colin on the comprehensive report and noted that he was seeking one of the Audit and Risk Committee members to be a member of the governance management committee which meets monthly and has oversight of this important project. Following discussion, it was agreed that independent member Tamara Allen-Canny will be the nominated member from the Committee and will attend monthly meetings via Teams. The committee thanked Tamara for her pro bono support with this important project.

The committee also requested a regular report to future meetings and asked management to focus on the impact on staff resources due to extra workload during the transition process.

Moved:- Cr Gordon Wragge

Seconded:- Cr Daniel Weasel

1. *The Audit and Risk Committee received and noted the report on the ICT Project: and*
2. *The Audit and Risk committee nominated independent member Tamara Allen-Canny to be on the ICT Project Governance committee.*

Carried unanimously

9. Future of the Local Government Sector Report

Brett provided the Committee with an overview of a recent report that he presented to the LGMA State Conference on the future of the Queensland Local Government Sector. This report looked at major challenges and risks to Councils across Queensland as well as opportunities for the future. Both Zala and Mark contributed to the report.

The Committee noted the following:-

- Many of the challenges faced by Cherbourg Council are similar to other Councils.
- Many Councils across Queensland that are struggling have a common issue – a lack of stability at the CEO and senior management level. Cherbourg Council is fortunate to have had that stability. The Committee did note however, that the Council needs to do more with succession planning for key roles.
- Councils need to be more innovative with service delivery and also to improve community engagement to build trust with the local community.
- The impacts of Climate Change will continue to impact on Cherbourg – more natural disaster risks and increasing insurance premiums.
- We have more to do with improving asset management which is challenging on the basis that we have very limited own source revenue. There is limited funding available to maintain some asset classes (e.g. Council owned buildings, plant and fleet, footpaths etc.)

Moved:- Tamara Allen-Canny

Seconded:- Cr Gordon Wragge

The Committee noted the report on the Future of Local Government in Queensland and the implications for Cherbourg Council.

Carried unanimously

10. CEO update and Implementation of the Corporate Plan

The CEO provided his regular update on some key issues.

With the adoption of the corporate plan in 2025, the CEO has recently provided his first update to Council on progress. A copy of that report was provided to the committee. The committee was complimentary of the major projects currently underway and also noted the challenges in finalising an ILUA with the local Wakka Wakka PBC.

The CEO also provided an update on the following issues:-

- Moving Council's website to a site hosted by LGAQ
- Successful implementation of 120 solar street lights
- Water Project
- Housing progress including the subdivisition
- Expansion of the Recycling Station.

.

11. Next meeting

The proposed agenda for the next meeting was considered noting that the regular review of all outstanding audit issues would be also considered at the December meeting. The date of the next meeting was also changed to 10 December 2026

The meeting closed at 11.29 AM.

000ooo000

Attachment A: Suggested content for the Cherbourg Aboriginal Shire profile

The following content is provided for the Department consideration to expand the Cherbourg section of the draft Plan.

The information is sourced from Cherbourg Aboriginal Shire Council's website, Corporate Plan 2025-2030 and community newsletters.

It is written to sit within the Cherbourg profile section of the draft Plan; where a project or priority is also relevant to one of the Plan's regional thematic chapters (for example housing, economic development or infrastructure), Council recommends it also be reflected there.

1. Acknowledgement of Country

Suggested placement: opening of the Cherbourg profile, before any other text. A concise acknowledgement is suggested below, consistent with standard practice in State Government planning documents.

The Wakka Wakka people are the Traditional Owners of the land on which Cherbourg is located. Council pays it deepest respects to their Elders, past and present, for their wisdom and connection to this country continue to guide us all. Council also acknowledges all the different tribes and people that call Cherbourg home: "Many Tribes - One Community"



Figure 1 Images 2026 NAIDOC Celebrations, source Cherbourg Council Facebook Photos 2026

2. Population and community profile

Suggested placement: adding to the current brief introductory description of Cherbourg.

Cherbourg is home to one of the youngest populations in Queensland, with a median age of 23.2 years compared to the Queensland average of 36.7 years (ABS Census 2021). This youthful profile underlines the importance of the Regional Plan's housing, education and employment settings to Cherbourg's future.

Cherbourg is also ranked the second most disadvantaged local government area in Australia among councils with a population over 1,000 (SEIFA 2021, Index of Relative Socio-Economic Advantage and Disadvantage). A further indicator of the priority Cherbourg warrants for State investment and partnership.



Figure 2 Images of students from Cherbourg State School, source Cherbourg Council Facebook Photos 2026

3. Housing aspirations

Suggested placement: new sub-section similar to the 'Housing aspirations' heading used for other local government areas.

Cherbourg's settlement pattern was not originally designed to be a town; it was established as a government reserve to which Aboriginal people from many parts of Queensland were relocated to. This history continues to shape Cherbourg's housing environment today: housing in Cherbourg is government or community housing, and residents do not have access to a private housing market.

Council's Corporate Plan 2025-2030 sets out further aspirations, including:

- delivering a major subdivision to provide at least 50 more allotments for community housing over the next 5 years
- delivering a housing program over the next 5 years that provides a mix of new houses, replacement or upgrades of ageing existing houses, and maintenance of other houses; and

- considering the acquisition of freehold land adjoining the current shire boundary to enable future expansion opportunities.
- Replace existing poor underground infrastructure and housing drainage layouts to improve liveability.

Housing demand, affordability and condition are ongoing community concerns. Cherbourg's housing delivery model and its active pipeline, including its ongoing maintenance and environmental health investment, shows Council's capability and commitment to addressing its community's concern.



Figure 3 Image of new home delivered by Council in February 2026, source Cherbourg Council Facebook Photos 2026

4. Economic opportunities

Suggested placement: new sub-section similar to the 'Economic opportunities' heading used for other local government areas.

Council is Cherbourg's largest local employer and is committed to a "growing our own" approach. This means building Council-owned businesses and supporting locally owned enterprises, including local contractors and community micro-businesses.

One of Cherbourg Councils business initiatives, the Cherbourg Digital Service Centre, is Queensland's first Indigenous community managed digital centre, delivered in partnership with Fujitsu, the State Government, Advance Queensland) and TAFE Queensland. It has generated approximately 50 permanent jobs across First Nations communities and is being used as a model for similar centres elsewhere, including Palm Island and Yarrabah.

Cherbourg's Material Recovery Facility also supports local jobs and waste management practice regionally. Cherbourg's Containers for Change depot at Kingaroy, a Cherbourg-owned operation, marked its five-year milestone in 2024 having processed over 47.5 million containers and returned approximately $4.75 million to the regional South Burnett and

Cherbourg communities, a further example of Council's "growing our own" approach in action.

The renowned Cherbourg Rationshed has tourism potential which is an opportunity for international tourists during the 2032 Olympics and for schools as part of their history curriculum.

Existing training and education pathways, including TAFE Queensland's Nurunderi campus,

Council's Corporate Plan 2025-2030 sets out future aspirations, not limited to but including:

- partnering with training agencies, with a particular focus on more TAFE courses and helping the community adapt to the digital age
- exploring opportunities to grow existing Council businesses and identifying other potential Council businesses, including a feasibility study for a local industrial estate
- advocating for funding for a purpose-built building for Council's digital service and call centre business, to enable it to grow and support staff; and
- advocating for better education outcomes, including school attendance, positive parenting programs, university scholarships with mentors, and homework and after-school care support.
- Working closely with Ergon to maximise opportunities with solar, battery and increasing electrical consumption at industrial sites.



Figure 4 Image of Material Recovery Facility Tour, source Cherbourg Council Facebook Photos 2026

5. Unique lifestyle values

Suggested placement: new sub-section similar to the 'Unique lifestyle values' heading used for other local government areas.

Cherbourg's motto "Many Tribes, One Community" reflects its history. Alongside the Wakka Wakka Traditional Owners, descendants of many different Aboriginal nations and language groups now call Cherbourg home.

Cherbourg has actively revived the Wakka Wakka language, with bilingual signage across the town, a bilingual-language project developed with the University of Queensland, and language taught in local schools.

The Ration Shed Museum began as a community-led initiative, with knowledge holders and Elders coming together in the ambition to share Cherbourg's story with the community's younger generations. Now a cultural and historical precinct over 20 years old, it attracts visitors from across Queensland and internationally, runs truth-telling programs and exhibitions in partnership with the Queensland Museum and Queensland State Archives. In 2025, the museum hosted the region's first Indigenous Leaders Forum, bringing together representatives from 16 councils across Queensland. In 2025 Cherbourg also marked the 50th anniversary of NAIDOC Week and hosted a centenary truth-telling exhibition on the Girls Dormitory at the Ration Shed.

Sport is another source of identity and pride for Cherbourg and has produced celebrated athletes and sporting achievements (including cricket legend Eddie Gilbert). As the closest First Nations community to Brisbane, Cherbourg is well placed to play a role in the 2032 Olympic and Paralympic Games. As reflected in Council's Tourism Strategy priorities, its long-term Sport and Recreation Facility Plan, and an existing partnership with the Brisbane Lions and AFL Queensland.



Figure 5 Image of Ration Shed presentation by Elder, source Cherbourg Council Facebook Photos 2026

6. Infrastructure

Suggested placement: new sub-section similar to the 'Infrastructure' heading used for other local government areas. Priority projects should also be reflected in the Plan's regional infrastructure chapter or priority project listing.

Cherbourg is currently delivering a substantial program of infrastructure investment, much of it grant-funded and dependent on continued State partnership. This includes a $26 million water supply upgrade (new treatment plant, trunk main replacement and a new treated-water reservoir); a $3.8 million upgrade to the recycling plant; and $3 million in State funding to replace the ageing Buwu Shed program building at Cherbourg State School. Council has completed business case for a new Cherbourg Multipurpose and Civic Centre, for which Council is seeking State funding. Council has also recently completed the Murgon-Cherbourg trail and a refurbishment of the Cherbourg Town Hall.

Reducing the cost of essential services is an infrastructure priority. Council actively seeking ways to reduce community electricity costs to reduce cost-of-living pressure for Cherbourg households alongside the capital works above. Community safety and wellbeing infrastructure is also being expanded, including installation of 83 new solar-powered streetlights for community safety, a new Jundah Gym, and a syntropic farm to support local access to fresh food.

Other current and near-term priorities include:

- a 10-15year Sport and Recreation Facility Plan (covering Jack O'Chin Oval, the Sports Complex, Wakka Wakka Park, Memorial Park and Bert Button Lookout, linked to 2032 Brisbane Olympics);
- upgrades to the Cherbourg Police Station and housing for police personnel; and
- disaster-resilience infrastructure (including flood cameras, warning sirens and a disaster response trailer) reflecting Cherbourg's flood-prone road access and relative isolation.

Council's 2025-26 Budget totals $58 million, including $29 million in capital works, the large majority of which is grant-funded, illustrating both the scale of investment underway and Cherbourg's ongoing reliance on, and case for, continued State co-investment.

7. In Summary

Cherbourg Council wants to work positively with its neighbouring Wide Bay Burnett Councils across appropriate regional priorities, and welcomes investment in industrial land and industrial expansion, social housing and education especially related to the digital and cyber environment.

We listen to and observe our country and prepare for Fire and Floods!

Our clans prepare for severe weather, together.

WE TAKE ACTION-

- We are prepared, calm and ready.
- We listen to Council (QR Code / Facebook), the Siren and Radio.
- We make sure the Elderly and Young are safe. and care for those that need help.
- Were prepared with food and water for 3 days.
- We come to the meeting place for information.

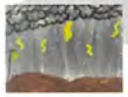


We stay informed and check Cherbourg Councils Face Book QR code and listen to 94.1 FM or ABC



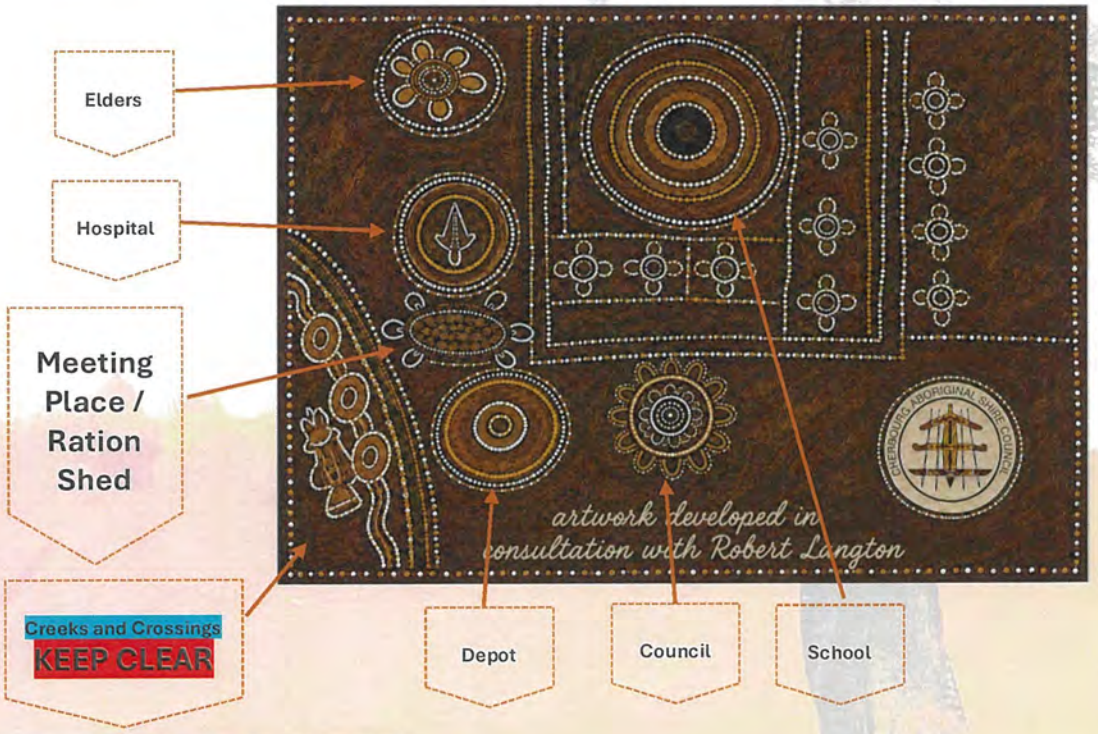
FIRE and SMOKE !

- We make sure the Elderly and Young are safe from smoke!
- We keep our houses fire ready, gutters and area near our homes clear and check our neighbours.
- We come to the meeting place for information.
- We keep calm and care for those that need help.



FLOOD!

- We keep our young away from the creek and crossings!
- When we hear the siren we move to high ground.
- If it flooded forget it!
- We don't drive through or cross flood ways!
- We come to the meeting place for information.
- We keep calm and care for those that need help.



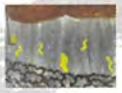
CHERBOURG ABORIGINAL SHIRE COUNCIL

We listen to and observe our country, OUR KNOWLEDGE and prepare for Fire and Floods!



FIRE and SMOKE

- We burn out country to keep it clean, and the fires controlled to care for the country
- We observe country and the ants, they move to open ground and make their mounds higher so fire will pass directly over
- We watch the silky oak trees, if they are heavy with sap and the seeds are splitting early, this can tell us that they are getting ready for a bad fire season
- We watch the Eucalypts, if they are getting brittle branches, they are getting ready for a bad fire season to drop their branches
- We watch our old people and the very young who can be affected by smoke and make sure they are safe, WE MUST BE READY!



FLOOD

- We watch our local waterways and the short neck turtle. If heavy rains or floods are coming, they make there nests higher up the banks.
- We watch the Dew Fish, they build nests with rings or rocks around them, if there is heavy rains or flooding coming, they build the walls higher to around the nests, and move them into the reeds bad flooding is coming higher so fire will pass directly over
- We watch the Ant, with intense rains coming, they move to higher grounds, up the trees or build their mounds higher
- We watch the animals, with coming bad storms and rain they become restless, moving about and to higher ground
- Sometimes the country gives us little warning and WE MUST BE READY!

CHERBOURG ABORIGINAL SHIRE COUNCIL



We get ready

1. We look and listen to country and remember our stories
2. We sign up for the Council Web Page and Facebook (QR Code) for Fire and Flood Alert messages
3. We listen for the alert siren, phone alerts and radio 94.1 and know our safe places
4. We know we can come together at the meeting place at the Ration Shed for information after an event.
5. We stock up on non-perishable food, drinking water, batteries, torches, pet food and other supplies in case of power outages
6. We pack our emergency backpacks with essential items such as medications, important documents, and anything we may-need in an emergency
7. We help our family, elders, young people, friends, and neighbours prepare and stay in touch regularly

We take action

1. We listen for sirens, warnings, and alerts
2. We take warnings and alerts seriously. We-listen to country and Elders
3. Together, we make our way to safe places, quickly and safely, and help those that need help
4. We check on each other, making sure everyone is accounted for, even our-cat, dog and pets

We wait

1. We wait calmly until the fire, smoke, rain or storm settles down, and flood waters to drop.
2. We keep the young away from the creek!
3. We remain where it is safe.
4. We check on others for injury or illness so help can be found.
5. We know we can come together at the meeting place at the Ration Shed for information from Council and Elders

Our Story

We are many tribes and one community.

Our story is a story of strength, resilience, future and community.

Through generations of change and challenge, local people have drawn on their culture, knowledge, and strong community connections to support one another and prepare for the future."

We are a vibrant Aboriginal community with a strong cultural identity, rich history, and deep connection to Country. The community celebrates its heritage through places such as the Ration Shed Museum and continues to build on the strength, knowledge, and traditions passed down through generations.

Our history reflects the resilience, adaptability, and enduring spirit of its people, qualities that continue to support community wellbeing and preparedness in the face of future challenges.

Our Fire and Flood Story

For generations, our people have lived with the impacts of natural hazards, particularly bushfire and flooding. These events have affected homes, roads, community facilities, and the surrounding environment. Like many communities across Queensland, Cherbourg has faced periods of isolation during major flood events and experienced the challenges that bushfires can bring to Country and community

Throughout these experiences, we have demonstrated resilience, drawing on strong family connections, community spirit, and a deep understanding of the local environment.

Traditional knowledge passed down through Elders and community members continues to provide valuable insights into seasonal conditions, changes in the landscape, and indicators of potential hazards.

While much has been learned from past floods and fires, natural hazards remain an ongoing part of life in the region. By respecting local knowledge, remaining aware of changing conditions, and planning ahead, the Cherbourg community can continue to build on its strong history of resilience and preparedness.



CHERBOURG ABORIGINAL SHIRE COUNCIL

FLOODS ! If its Flooded Forget it!

We listen to and observe our country

Many Tribes, One Community, together we prepare for FLOOD and severe weather, together. We are Ready!

We stay informed – Flood waters can raise rapidly!

We get to higher ground and keep our young away from the Creek and Flooded crossings.

We stay informed – Check
-Councils Face Book
(QR code above)
-Listen for the SIREN
-Radio - listen to 94.1 FM or ABC

We watch our local waterways and the short neck turtle. If heavy rains or floods are coming, they make there nests higher up the banks.

We watch the Dew Fish, they build nests with rings or rocks around them, if there is heavy rains or flooding coming, they build the walls higher to around the nests, and move them into the reeds bad flooding is coming higher so fire will pass directly over

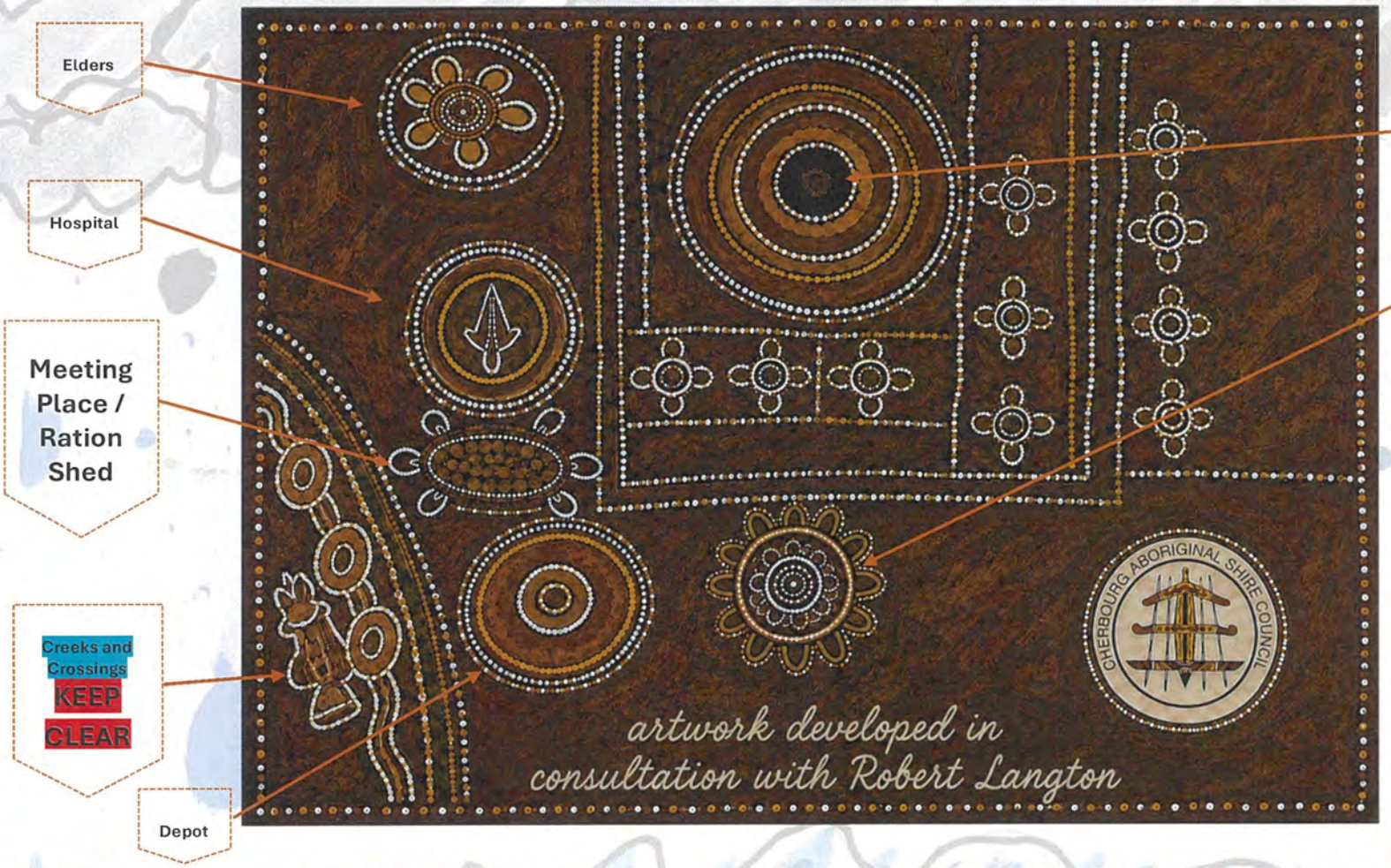
We watch the Ant, with intense rains coming, they move to higher grounds, up the trees or build their mounds higher

We watch the animals, with coming bad storms and rain they become restless, moving about and to higher ground

Sometimes the country gives us little warning and we must be ready

We prepare our family home, and have 3 days food, water and medical supplies ready.

CHERBOURG ABORIGINAL SHIRE COUNCIL



We get to higher ground and keep away from the Creek and Flooded crossings, especially our young people. We can come together at our meeting place for information to keep.

We are Ready.

CHERBOURG ABORIGINAL SHIRE COUNCIL





CHERBOURG ABORIGINAL SHIRE COUNCIL

OPERATIONAL PLAN 2026/2027

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
Office of the Chief Executive Officer						
	To undertake the strategic management of Council's overall operations and work with key stakeholders for the benefit of the community					
1.1	District Disaster Management Plans	1. Liaison with South Burnett Regional Council on issues affecting each Council 2. Attending District Disaster Management Group meetings	1. On going 2. Quarterly	1. Mayor & CEO 2. Corporate Services Manager 3. Mayor & CEO	1. No. of meetings held & DMP amended accordingly 2. No. of meetings attended	On Track LDMG meetings is planned for November 2026.
1.2	Attend LGAQ Conference, ILF and WBBROC meetings	1. Attend meetings to establish Cherbourg as a strong part of the region 2. Identify support and assistance that can be provided by neighbouring Councils	1. As required 2. On going	1. Mayor, Councillors and CEO 2. CEO	1. No. of meetings attended 2. No. of meetings attended & report to Council	On Track Council is booked to attend LGAQ Conference, We have missed the WBBROC meeting due to date clashes with council meeting.
1.3	Intergovernmental relations	1. Effectively manage relationships with government agencies and other bodies	1. On going	1. Mayor and CEO	1. No. of meetings attended & report to Council	On Track Mayors have planned visit to Brisbane in November 2026 to meet with more government ministers.
1.4	Cherbourg Community and Council Administration Building	1. Work with the government to develop a new strategy to secure funding and support	1. 30 June 2027	1. Mayor, CEO, and ECD Manager	1. No of meetings attended 2. Funding applications submitted	Delay We are working with Premiers office as per discussion at Caninet meeting.
1.5	Private Sector Partnerships	1. Explore opportunities with the private sector	1. 30 June 2027	1. Mayor, CEO	1. No. of meetings attended & report to Council	On Track
1.6	Truth Telling and Reconciliation Day	1. Work with community Elder', Key Stakeholders, Reconciliation Australia and UQ to organise Truth Telling Day	1. 30th June 2027	1. Mayor, CEO and Community Services Manager	1. Events reporting back to CASC	On Track
1.7	Review of Cherbourg Council Masterplan and Planning Scheme	1. Work with Community stakeholders, Council, and DATSIP to finalise the master plan	1. 30 June 2027	1. CEO, Management Team	1. No. of meetings attended & report to Council	On Track

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
					2. Number of Community consultation sessions held	
1.8	Review of Council Policies	1. Review of all council policies commencing with elected member related policies	1. 31 December 2026	1. CEO, Corporate Services Manager	1. Policies reviewed in accordance with the schedule	On Track
1.9	Review Council Organisation Structure	1. Ensure resources are aligned with Council plans and organisational operations are as efficient as possible	1. 30 June 2027	1. CEO and Management Team	1. Report to Council	On Track
1.10	IT and Media Services	2. Ensure appropriate IT System and Cyber Security are in Place 3. Monitor, maintain and support appropriate and communication between Council, Community and Stakeholders	Ongoing	CEO and Contractor	Reports to Council	Draft policy completed – needs to be agreed with ELT and endorsed by Council.

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
Corporate Services						
	To deliver responsible governance, efficient service and administrative support for Council's operations and strategic initiatives					
2.1	Provide responsible and accountable financial planning and management	1. Implement new finance, accounting, and enterprise management software 2. Review additional opportunities for improvements in systems and processes	1. 30 June 2027 2. 30 June 2027	1. CEO & Finance Manager	1. Implementation of core modules 2. Report to Council on further opportunities	On Track
2.2	Manage corporate services to support and increase the effectiveness of operations	1. Workshop policies and procedures with Council staff	1. 30 June 2027	1. Corporate Services Manager 2. HR Manager	1. Register of policies completed & statutory polices available on website 2. Workshops completed	On Track Register updated. Code of Conduct Workshop 01/09/2026
2.3	Reviewing leasing arrangements of Council facilities to private organisations	1. Meet with all organisations to discuss and agree on possible future leasing arrangements 2. Arrange for lease documents to be prepared and signed.	1. 31 March 2027 2. 30 June 2027	1. Corporate Services Manager & Finance Manager 2. Corporate Services Manager & Finance Manager	1. Report on meetings attended 2. Lease documents finalised	On Track
2.4	Ensuring all Council's assets are managed and maintained within annual budget constraints	1. Implement recommended improvements to the Asset Management Plan 2. Identify priority asset classes for review	1. 31 March 2027	1. Finance Manager, Management Team	1. Updated plan adopted by Council	On Track

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
2.5	Develop and Implement Workforce Strategy	1. Review and/or development of human resource policies and processes 2. Ensuring all staff have opportunities for personal development and training 3. Succession planning including trainees and apprentices, staff mentoring, and liaison with other stakeholders 4. Skills analysis and development of training plan 5. Implement a rewards and recognition program 6. Implement health and wellbeing program for staff 7. Review of organisational structure to align with service delivery 8. Integrate timesheets process with new ERP	1. 31 December 2026 2. Ongoing	1. Manager People, Safety and Compliance, Management Team	1. Policy & procedures approved by CEO 2. Training programs undertaken	1.Policies updated and 2 new policies introduced and endorsed 3. Ongoing training meetings with staff for further develop being negotiated. Succession being implemented. Collaborating with SBRC for better development of apprentices and trainees of varied work areas. 4. Skills analysis complete and training plan for next 12 months in development 5. Rewards and Recognition is ongoing. Morning tea at each completion and good news media announcement. ACACIA EAP, weekly fruit for staff and men's and women's events.

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
						Ongoing and updated In progress
2.6	Tenancy Management	1. Manage tenancies for Community Housing including regular inspections, and administrative processes 2. Addressing rental arrears and debtor management 3. Review of Council Housing Policy	1. Ongoing 2. Ongoing 3. 31 December 2026	1. Corporate Services Manager, Housing Manager 2. Corporate Services Manager, Finance Team 3. Corporate Services Manager, Housing Manager	1. Monthly report to Council, Regular Team meetings 2. Monthly report to Council, reduction in arrears	On Track
2.7	Review of Council's Risk Management Framework	1. Undertake an organisation wide review of risk management, risk identification and analysis, and risk appetite. 2. Six monthly review of risk register	1. Ongoing	1. CEO, Management Team	1. Revised Risk Registers 2. Updated Risk Management Policies 3. Reports to Audit Committee and Council	On Track
2.8	Improve Procurement Processes	1. Undertake training in procurement 2. Implement contract arrangements	1. 30 September 2026	1. Corporate Services Manager, Finance Manager, Management Team	1. Updated policy adopted by Council 2. Training sessions completed 3. Contract arrangements finalised	On Track
2.9	Improvement in WHS	Undertake regular reviews of policies and procedures and implementation	2. Ongoing	2. Corporate and Manager People, Safety and Compliance	Number of Lost Days, WHS Meetings, Training Register	On Track

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
Operations						
	To maintain and upgrade essential infrastructure and housing to service the needs of the community now and in the future					
3.1	Maintaining an appropriate level of public spaces and public facilities, roads to enhance safety in the town area.	1. Maintenance and pothole patching of town streets	1. On-going	1. Operations Manager	1. Monthly report to Manager	
		2. Cleaning of road kerb and channelling and drains	2. Monthly	2. Operations Manager	2. Monthly report to Manager	
		3. Review and maintain pedestrian crossings and signage	3. On-going	3. Operations Manager	3. Monthly report to Manager	
		4. Regular inspections and repairs to footpaths	4. On-going	4. Operations Manager	4. Monthly report to Manager	Ongoing
		5. Regular cleaning and mowing of community	5. On-going	5. Parks and Garden Manager	5. Monthly report to Manager	
		6. Cleaning and Mowing Council Facilities	6. On-going	6. Parks and Garden Manager	6. Monthly report to Manager	
3.2	Maintaining an efficient fleet of plant and equipment	1. Finalise Asset Management Plan for plant and equipment	1. 30th June 2027	1. Operations Manager and Fleet Manager	1. Plan adopted by Council	In Progress
		2. Training and skills development for all operators	2. As required	2. Operations Manager and Fleet Manager	2. Level of qualification increased	Ongoing
		3. Develop standard specifications for plant purchases	3. 30th June 2027	3. Operations Manager and Fleet Manager	3. Plan adopted by council	In Progress
3.3	Ensuring the water supply, sewerage system and garbage system are provided in accordance with the highest possible health standards and reliability.	1. Review progress of maintenance plan for WTP to including completion of routine maintenance of plant, inspection of water intake well & pumps, hydrants and scouring of water lines	1. Ongoing	1. Water & Sewerage Manager	1. Monthly report to Manager	Ongoing
		2. Review progress of maintenance plan for STP to including completion of routine maintenance of plant, inspection of wet wells, pumps and man holes	2. Ongoing	2. Water & Sewerage Manager	2. Monthly report to Manager	Ongoing

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
3.4	Effective management of pest animals through the Animal Management Plan	1. Liaise with State Authorities on control of wild dogs. 2. Registration and control of dogs and horses 3. Community awareness sessions on the Animal Management Plan	1. As required 2. On-going 3. On-going	1. EHW Manager and Farm Manager 2. Animal Management Officer 3. Animal Management Officer	1. Monthly report to Manager/s 2. Report to Manager 3. No. of sessions undertaken	Not started Ongoing Ongoing
3.5	Water Treatment Plant Upgrade	1. Water Reservoir upgrade completed	1. 30th June 2026	1. Operations Manager, Water and Sewerage Manager 2. Operations Manager, Water and Sewerage Manager	1. Completion of projects as per scope	Towns main replacement project 90% complete Bert Button res replacement 80% complete Water treatment plant upgrade currently waiting on tender to be awarded
3.6	Capital Works Program	1. Plant and Equipment Purchases 2. Mobile coffee machines 3. LGGSP Solar street lighting 4. Disaster management projects 5. Landfill Upgrade 6. REPA Projects 7. TIDS Funding	1. 30 November 2026 2. 30 June 2027 3. 30 June 2027 4. 30 June 2027 5. 30th June 2027 6. 30th June 2027 7. 30th June 2027	1. Operations Manager	1. Completion of projects as per scope 2. Purchase of budgeted items	50% complete Not started Completed Ready to go to tender Project kick off meeting being held on Monday the 12th Nov 26 Supplier has been awarded due to be completed before Dec 26
3.7	Illegal Dumping	1. Develop plan to manage illegal dumping in the community	1. 30 June 2027	1. EHW Manager, Illegal Dumping Officer	1. Plan provided to CEO & Council	In Progress

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
Economic and Community Development						
	To explore opportunities to improve skills and work options for Cherbourg community, to grow the capability of our staff and business operations and provide strategic direction. To improve the liveability of Cherbourg community.					
4.1	Recycling	1 CRPs - Increase turnover by 5% 2 MRF - maintain production levels 3 Acquire additional funding	1. Ongoing 2. Ongoing	1. MRF Manager and CRP Managers	1. Amount of turnover 2. Amount of production	Turnover 5% increase for 1st 3 months of the financial year Additional funding achieved for cardboard separator system (1.9M)
4.2	Digital Service Centre	1 Further develop team members through training, expand staffing to meet contractual obligations 2 Explore innovations and opportunities for improved service delivery 3 Review Digital Service Centre operations and consider future direction of the centre	1. 30 June 2027 2. 30 June 2027 3. 31st December 2026	1 ECD Manager and Call centre manager 2 ECD Manager and Call centre manager 3 ECD Manager and Call centre manager	1. Report to Council 2. Report to Council 3. Report to Council	Ongoing. Ongoing Costs are being managed & training is ongoing
4.3	Joinery	1 Qbuild Upgrade program 2 Develop staff to a quality production standard 3 Improve profitability, target $30k	1. 30 June 2027	1. Joinery Manager	1. Completion of Projects 2. Amount of rework 3. Amount of profit achieved	Work up to date, steady throughflow of work continuing See budget doc
4.4	New Housing Subdivision	1. Housing project – new precinct/subdivision (two phases)	1. Design and construct 30 June 2027	1. ECD Manager and Building Manager	1. Report to Council and Project Milestones met	Water and sewer supply to new subdivision designed, construction to commence soon.

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
4.5	Building Dept	1. Deliver QBuild upgrade program 2. Deliver QBuild Responsive Program 3. New housing program 4. Demolitions 5. Extensions	1. 30 June 2027	1 Building Manager and ECD Manager	1. Completion of projects 2. Report to Council	On schedule – last years work completed Ongoing – currently 7 new houses under construction. With 2 sites under preparation.
4.7	Provide strategic direction and operational guidance to the Cherbourg business units.	1. Ensure that enterprises are running effectively. 2. Improve productivity 3. Improve WHS practices and records.	1. Ongoing 2. Ongoing	1. ECD Manager 2. Finance Manager	1. Report to Council	Managers developing business plans Increased awareness by all staff to reach compliance
4.8	Maintaining community facilities and buildings and making them available to the public	1. Maintenance of community buildings 2. Develop asset management plans 3. Development of a forward plan for maintenance of community buildings	1. As required 2. 30 June 2027	1. Building Manager 2. Building Manager	1. Report to Manager 2. Plan provided to Manager then CEO & Council	Maintenance is tracked for all buildings – no asset management plan in place
4.9	Oversee projects	1. MRF Industrial precinct upgrade (REFFS) and Boost Funding 2. W4Q 24/27 a. Technology Modernisation - $350k b. Town Footpath Expansion and Compliance - $160k c. Council Building – Roofing Upgrades - $200k d. Public Amenity Sewer Consolidation – $200k	1. 30th June 2027 2. As per individual project schedules, whole program by 30th June 2027	1. ECD Manager, ECD Officer and Operations Manager	1. Completion of projects	Ongoing -

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
4.10	Effective management of noxious weeds through the Weed Management Plan	1. Work with South Burnett Regional Council on implementing the Weeds Management Plan	1. Ongoing	1. ECB Manager	1. Plan endorsed by CEO	Noxious weed control in progress.
		2. Development of an annual work program to treat parthenium and giant rat's tail	2. Ongoing	2. Works Co-ordinator & Pastoral Manager	2. Program provided to Manager	Staged program in place

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
Community Services						
	To ensure residents are provided with facilities and activities that assist in providing quality of life					
5.1	Providing and maintaining sport and recreation facilities and activities	1. Liaison with the Dept of Sport and Recreation and PCYC, and NIAA on sport and recreation needs in the community	1. On-going	1. Community Services Manager, Sports Coordinator	1. Report to Manager 2. No. of meetings attended	On Track
5.2	Update of Disaster Management Plan	1. Coordinating Local Disaster Management Group meetings 2. Input into the Regional Community Recovery Plan and attendance at Community Recovery Committee meetings	1. Bi monthly 2. As required	1. CEO and Corporate Services Manager 2. Community Services Manager	1. Meetings held and minutes kept 2. No. of meetings attended	On Track
5.3	Raise community awareness of disaster and risk management plans	1. Promote availability of plans to community through newsletters and website. 2. Hold community awareness meetings	1. Quarterly 2. Quarterly	1. Community Services Manager 2. CEO & Community Services Manager	1. Inclusion into website and news letters 2. No. of meetings held 3. Community Attendance at events	On Track
5.4	Support to Indigenous Knowledge Centre	1. Operations of the IKC 2. Promote IKC programs and boost membership and IKC usage	1. Ongoing 2. Ongoing	1. Community Services Manager 2. IKC Manager	1. Records of visits 2. Number of memberships	On Track
5.5	Cherbourg Radio	1. Operations of the UsMob Radio 2. Build in-house capacity to support radio operations	1. Ongoing 2. Ongoing	1. Community Services Manager and Radio Station Manager 2. Community Services Manager	1. Record of activities, surveys, media platform feedback 2. Number of staff trained	On Track
5.6	Community Events	1. Planning Community events 2. Promotion	1. Ongoing 2. Ongoing	1. Community Services Manager and Community Services Officer 2. Radio, Interagency, Social Media	1. Record of activities, surveys, media platform feedback 2. Attendance by the Community	On Track

Cherbourg Aboriginal Shire Council – Operational Plan – 2026/2027						
Ref.	**Operational Plan Strategy**	**Activities**	**Timing**	**Organisational Responsibility**	**Performance Measures**	**Status**
5.7	Interagency	1. Transparency of service provision, community appropriateness, and stop duplication 2. Investigate opportunities for collaboration with groups within the Community and other service providers 3. Establishment of Community Sub-Groups: -Education and Employment -Housing -Health -Law and Order -Community Engagement	1. Monthly 2. Ongoing 3. Quarterly	1. Community Services Manager, Community Services Officer, Service Providers 2. Community Services Manager, Community Services Officer, Service Providers 3. Community Services Manager, Community Services Officer, Service Providers	1. Minutes of meetings 2. Report to Council 3. Report to Inter-agency and Council	On Track
5.8	IYCC	1. Youth Advisory Group meetings 2. Review and action the IYCC Plan 3. Running of YAG shop, Mowing Crew and Syntropic Farm	1. Monthly 2. Ongoing 3. Ongoing	1. Community Services Officer and Youth Officer 2. Community Services Officer, Community and YAG Group members 3. Community Services Manager and YAG Group members	1. Minutes of meetings 2. Set up working groups 3. Report to Council	On Track

WBBROC

Wide Bay Burnett Regional Organisation of Councils

WIDE BAY BURNETT REGIONAL ORGANISATION OF COUNCILS MINUTES

THE MADILL ROOM, THE PAVILION CONFERENCE & RECEPTION 77 EXHIBITION RD, GYMPIE QUEENSLAND 4570

ON THURSDAY, 20 AUGUST 2026, 10:00 AM

---

1. Welcome, Attendance and Apologies

Committee

Mayor Helen Blackburn Bundaberg Regional Council (CHAIR) **(In Person)**
Deputy Mayor Steve Cooper Bundaberg Regional Council **(In Person)**
CEO Rob Williams Bundaberg Regional Council **(TEAMS)**
Mayor George Seymour Fraser Coast Regional Council **(In Person)**
CEO Mica Martin Fraser Coast Regional Council **(In Person)**
Deputy Mayor Lachlan Cosgrove Fraser Coast Regional Council **(In Person)**
Mayor Glen Hartwig Gympie Regional Council **(In Person)**
CEO Rob Jennings Gympie Regional Council **(In Person)**
Deputy Mayor Nadine Jensen Gympie Regional Council **(In Person)**
Mayor Les Hotz North Burnett Regional Council **(In Person)**
Deputy Mayor Melinda Jones North Burnett Regional Council **(In Person)**
CEO Craig Matheson North Burnett Regional Council **(In Person)**
Mayor Kathy Duff South Burnett Regional Council (Deputy CHAIR) **(In Person)**
Deputy Mayor Linda Little South Burnett Regional Council **(In Person)**
CEO Mr. Mark Pitt South Burnett Regional Council **(In Person)**

Invited Guests

Minister Ann Leahy - Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers
Robert Ferguson - LGAQ
Sarah Vogler - LGAQ
Steffi Bates - REDAC Chair
Peta Harwood, Frances & Anna Nottingham – Department of State Development, Infrastructure and Planning **(In Person)**

Other Attendees

Loretta Flanagan Minute Taker **(VIA TEAMS)** - WBBROC Admin - Executive Assistant Bundaberg Regional Council

Apologies

Cr Gordon Wragge Cherbourg Aboriginal Shire Council
CEO Chatur Zala Cherbourg Aboriginal Shire Council
Mayor Bruce Simpson Cherbourg Aboriginal Shire Council
Mark Tierney Department of State Development, Infrastructure and Planning
Nikki Boyd MP - Shadow Minister for Local Government and Water
Benton Wecker - LGAQ

2. Conflicts of Interest

3. Confirmation of Previous Minutes

3.1. Confirmation of WBBROC Meeting Minutes 15 May 2026

Cr Lachlan Cosgrove moved:

That the minutes of the WBBROC meeting held on 15 May 2026, be confirmed as a true and correct record.

Seconded by - Mayor Kathy Duff
Carried

4. Actions from Previous Minutes

4.1. Action Items from WBBROC Meeting 15 May 2026

Meeting Date	Item Number	Action	Responsible Officer	Outcome
19 February 2026	5	Contact Minister Perret for review farming families' water consumption situation.	Mayor Hartwig	Spoken to Minister Perret – New discussion around Mary Basin – awaiting expectations. **Completed- Not Progressing**
14 May 2026	5.1	Coordinate attendance of State Development Infrastructure and Planning, in person at the August WBBROC meeting for Brief of Draft Wide Bay Burnett Regional Plan and Appendix 1: Infrastructure Plan	Loretta Flanagan	**Completed**
14 May 2026	5.1	Feedback on the draft Wide Bay Burnett Regional Plan and Appendix 1: Infrastructure Plan that was currently circulated to be provided to Loretta before mid-July	All Members	**Completed** Committee Submitted Directly to the state.
14 May 2026	6	Advise Lauren Fearn of the appointed Members and Chair for REDAC.	Loretta Flanagan	**Completed** 20/05/2026 Email sent to Lauren.

5. State Agency Updates

5.1. Department of State Development Briefing - Draft Wide Bay Burnett Regional Plan and

Appendix 1: Infrastructure Plan

Peta Harwood – State Planner, Deputy Director General, Department of State Development, Infrastructure and Planning, **Anna Nottingham** – Director, Regional Planning Division, Department of State Development, Infrastructure and Planning spoke to the supplied report with discussions had.

Local government feedback focused on ensuring the Regional Plan provides a flexible baseline for growth scenarios, supports economic development opportunities, and aligns with local planning initiatives. Discussions included housing, settlement patterns, waste and resource recovery, rural residential development, renewable energy infrastructure, and the need for transport and water infrastructure investment. It was noted that the Regional Plan is intended to provide a strategic framework to guide future planning and infrastructure coordination rather than commit specific funding or projects.

5.2. Update from Honourable Ann Leahy MP's Office

Angus McCaffrey, Chief of staff for Minister Leahys office delivered details to the committee with discussions following.

Discussion focused on regional planning, insurance and infrastructure resilience. It was noted that feedback on the draft regional framework has closed, with increasing pressure on the Federal Government for outcomes. An upcoming insurance roundtable in Bundaberg will provide an opportunity to raise local issues, particularly around the use of local data in risk assessments and the recognition of mitigation works. Examples such as the Mackay Levee were highlighted, where insurers committed to reducing premiums following flood mitigation investment. Questions were also raised regarding the cumulative impact of renewable energy developments and concerns about agricultural impacts, including groundwater availability. Flood mitigation priorities for Bundaberg were also discussed.

5.3. Shadow Minister for Local Government - Nikki Boyd MP

Nikki Boyd MP was an apology.

5.4. LGAQ Update

Mayor George Seymour, Sarah Vogler and Robert Ferguson provided current focuses for LGAQ to the committee.

Updates were provided on several advocacy and governance matters, including LGAQ's response to proposed legislative amendments relating to unsolicited junk mail and ongoing efforts to address Blue Card requirements for elected members where child-related services are provided. The Disaster Recovery Funding Arrangements (DRFA) remain LGAQ's highest priority, with strong advocacy continuing to highlight the impacts on local governments and communities.

Councillor safety was also discussed, with additional survey responses being sought to inform an upcoming safety session. Feedback highlighted concerns around harassment, social media abuse, and threats directed at elected members, prompting consideration of policy, legislative and advocacy solutions to improve councillor safety and wellbeing.

6. Inward/Outward Correspondence

6.1. Audit Exemption Conditions - Queensland Audit Office

Mayor Blackburn presented the attached report to the Committee, outlining the potential implications of Ulton acting as both the Committee's Auditor and Bookkeeper. The Committee was advised that further investigations are required, and members will be informed of the outcome and any actions required once the review is complete.

6.2. WBBROC Biosecurity Inclusion - Wide Bay Invasive Species Advisory Committee (WBBISAC) - Chair Glenn Proctor

Mayor Blackburn outlined the details contained in the attached report and sought feedback from the Committee. Following discussion, the Committee agreed to note the matter and include it on the agenda for consideration at the November AGM.

Action: Add WBBROC Biosecurity Inclusion - Wide Bay Invasive Species Advisory Committee (WBBISAC) - Chair Glenn Proctor to the November AGM Agenda for Consideration.

7. Finance Report

7.1. Finance Report

Mayor Helen Blackburn moved

That WBBROC receive and note the Quarterly Financial Reports as presented.

Seconded: Mayor Glen Hartwig
Carried

8. Priorities

Mayor Hartwig noted correspondence was received from the WBB Resource Recovery Group regarding regional procurement arrangements and the proposed Waste Memorandum of Understanding (MOU). It was noted that Fraser Coast Regional Council is coordinating the administration of the initiative. Fraser Coast Regional Council will circulate the document to ROC members for feedback and consideration.

9. Other General Business

9.1. REDAC Update

Mayor Helen Blackburn moved:

That:

1. **WBBROC receive and note the REDAC report as presented.**
2. **WBBROC progress the project and engage a suitably qualified consultant to undertake the works as scoped.**
3. **That REDAC progress the next phase of the initiative, identifying a lead council to undertake any required procurement activities and seek quotations from suitably qualified providers for consideration by WBBROC at the November AGM Meeting.**

Seconded: Mayor Kathy Duff
Carried

9.2. Minutes from Regional Reference and Advisory Groups

Mayor Helen Blackburn moved

That WBBROC receive and note the Minutes from Regional Reference and Advisory Groups as previously circulated.

Seconded: Mayor George Seymour
Carried

9.3. Next Meeting

Mayor Helen Blackburn advised the next WBBROC meeting would be the AGM located in Hervey Bay on the 19 November 2026 with a placeholder to be sent out once arrangements have been confirmed.

Mayor Kathy Duff spoke support to combine future WBBROC and RTTG meetings. Loretta Flanagan advised this has been added for discussion at the November meeting with the intent to line them up for the 2027 meetings.

10. General Meeting Close

11.35pm Mayor Helen Blackburn closed the meeting.

Corporate Services Report

Corporate Services Report
October 2026

Corporate Services Manager

Monthly Report | October 2026

Finance

All indications are that the audit will be signed off during the week commencing 6 October. Achieving this within a short timeframe has required a significant effort from Dol and the Finance team.

Housing

Housing remains a priority area. The waiting list continues to grow, reinforcing the need to increase Council's housing stock through a consistent and planned program.

I recommend that Council arrange a visit to Saltair Constructions to inspect housing options that can be supplied within a short timeframe. This may help alleviate current housing pressures. Saltair is one of several companies capable of accelerated delivery.

Housing staff continue to perform well. They have provided Colin with information regarding the new finance package and have commenced work with Chintaro to implement the program.

Reception

The Reception team's performance has improved. Ongoing monitoring and support will continue to maintain this progress.

Human Resources

Human Resources continues to operate effectively. Staff uniforms have been delivered, and employees are complying with the uniform policy. The team also continues to update Council policies and the organisational structure.

Work Health and Safety

Work is continuing to address the issues identified across the four completed reports. The findings will be consolidated into a single report to support coordinated action and oversight.

Leases

Progress on leases has been delayed pending completion of surveys for several lots. Once the surveys are complete, the remaining leases will be finalised.

Operational Update

With the Christmas period approaching, staff leave arrangements will be finalised to ensure adequate coverage, including on-call availability during the Christmas–New Year period for any emergencies.

Warren Collins
Corporate Services Manager

3

Housing Report October 2026

HOUSING MANAGER & HOUSING OFFICER:

The month of September/October has been busy with the Housing Manager & Housing Officers attending to housing enquiries , producing statements, raising rental invoices, monthly rent reconciliation for the invoices, rental checks, home visits, assisting tenants adjust their Centrelink deductions and daily interviews with clients

HOUSING MANAGER CLIENT CONTACT SEPTEMBER/OCTOBER 26: (32)

Phone Calls	-	*8*
Rent Enquires	-	7
Housing Enquires	-	10
Complaints/Misc.	-	7

COMPLAINTS: (2)

- 1 complaint - Noise complaint (letter done up and delivered).
- 1 complaint - Tenancy dispute (letter done up and delivered).

INTERACTIONS WITH OTHER AGENCIES:

- Permalink Housing Services - Re: Housing for Clients.
- Cherbourg Hospital - Enquiry about accommodation for a Client.
- QLD Corrective Services - Housing enquiry for a client.
- Graham House - Information requested for a Client
- NY KY Byun Hostel - Information requested for Clients.

MEETINGS:

Attended 2 meetings.

- 1 Housing Meeting
- 1 meeting in relation to Chintro computer software.

Antonia Jacobs
Housing Manager

Meeting/workshops

Cherbourg Housing meeting
CHINTARO training

Working with other services:

- Cherbourg Council Assistance building manager
- Follow ups with tenants for Contractors
- South Burnett Pest Control
- Assist local NDIS provides

Service provided to tenants:

- General Housing follow up (waiting list etc)
- Delivered Pest control appointments
- Assisted tenants with calling Call centre for works orders
- Tenant's inquiries about Pest control
- Home Modifications – followed with tenants
- Upgrades – delivered letters to tenants & general follow ups
- House inspections
- Assisted tenants moving homes
- Hire of hall for community events

Vacant:
23 Broadway St

New builds on vacant lots:
25 Broadway St
2 – 4 Alan Douglas Ave
Cobbo St

New Build SHAP:
3 Bell St

Vacant Lots:
3 Jerome St
3A & 3B Oak Ave
10 & 11 Jerome St
11B Collins Rd
12 & 20 Bell St

Joanne Simpson
Cherbourg Housing Inspector Officer

PROJECT CASC ERP IMPLEMENTATION REPORT

October 2026

Mission

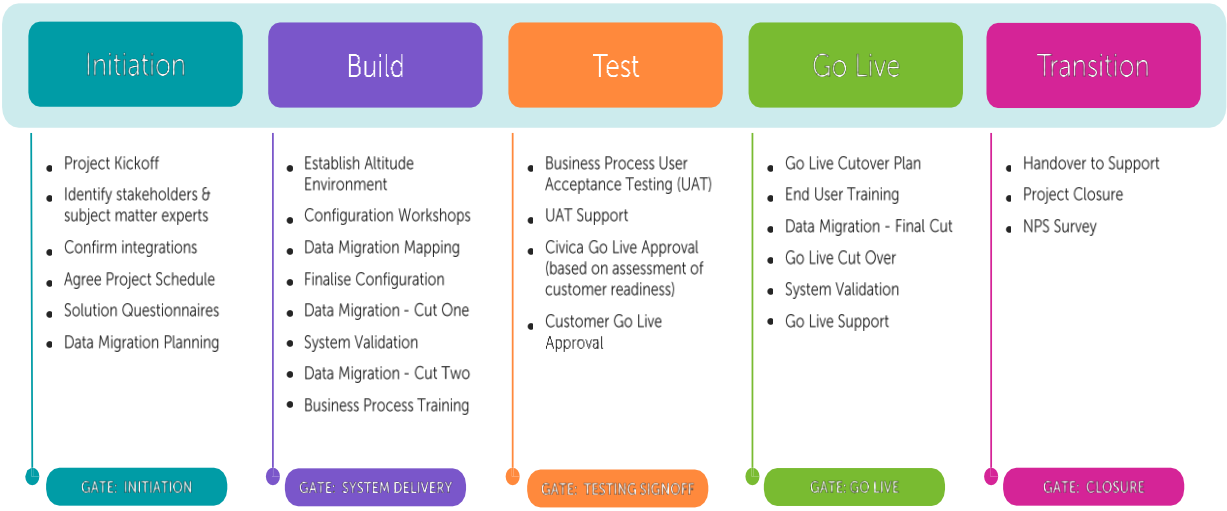
“Evolve to Succeed”

Vision

“To deliver a successful project by bringing change through employee engagement to achieve Council’s vision for the Community”

Introduction

Council has commenced a project to modernise the financial systems and along with that to evolve processes that will build efficiencies whilst improving process rigour and audit outcomes.
The project is delivered in 5 stages with the Go live set for 5 July 2027



Progress and Risk :

The project is currently on track with a major milestone due on 20 Oct when the configured platform with have the current data migrated from PCS into Altitude

The current risks are :

- Council is required to change banking from Westpac Business Banking to Westpac Corporate Online banking to be able to take advantage of the Bank statement processing in Altitude.
- Payroll uses a Time and Attendance solution to populate payroll. This is being analysed and reviewed as the solution will need to be documented ready for testing but Jan 2027.

Recommendation :

That Council receive my report and formally nor that Progress and Risks have been discussed and documented

Information :

The project delivery is built on a very mature project schedule and is being supported very well by those staff that are engaged so far in the project.

This project is going to impact all staff in some way so mechanisms can be put in place to turn the impact into something positive for their career.

Project Phase	Status	Date
Project Initiation	Completed	July 2026
Project Schedule	Completed	July 2026
Altitude Environment Build	Completed	August 2026
Config Workshops	Completed	September 2026
Data Mapping Documents	In Progress	October 2026
Data Migration	NS	November 2026
Business Process Training	NS	March 2027
Acceptance for Go Live	NS	April to June 2027
Transition & Acceptance	NS	July to August 2027
Project Closure	NS	September 2027

Process Maps
For this project to provide the best value for Council the current processes across all functions need to be discussed and documented as part of this project as it would ensure that data is maintained and managed across Authority Altitude and 3rd Party applications.

Associated Projects

Tenant Management Software (Chintaro)

This software has been purchased sometime ago and has slowly been developed by Council to better manage its Housing portfolio including the tenants and an associated waiting list. Council is finalising the data load of information required to manage all the processes and is planning on going live 1 November 2026.
Go Live will include the documentation of processes to ensure data integrity and financial validity.

Technology roadmap
Create a technology roadmap to support digital transformation and the needs of Council. This is currently being drafted via internal consultation. It will require a budget and resourcing so a timeline can be developed prior to final approval

Finance Report

HR & Workplace Health & Safety

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

Executive Management Report

From: People, Safety and Compliance Team
Date: September 2026

We respectfully request that Mayor Simpson and Councillors review the attached documents and endorse where applicable please.

- Higher Duties Policy
- Appointments and Recruitment Policy
- CASC Christmas Closure dates
- Red Earth Leadership Request for participant, sponsorship or partnership

Executive Summary

During September 2026, the People, Safety and Compliance Team continued progressing WHS compliance actions, policy reviews, workforce development initiatives and recruitment activities. Key priorities include consolidation of the WHS Management System, investigating cost effective systems with SBRC, Blue Card compliance activities, workforce planning initiatives and support for the Cherbourg Careers Expo. Council endorsement is sought for the Higher Duties Policy, Appointment and recruitment policy, Christmas closure announcement and response to Red Earth Community Leadership Program.

Vacancies and Workforce Planning

Current vacancies within Sports and Recreation continue to place pressure on service delivery. Temporary arrangements are being utilised while recruitment activities continue. Workforce planning and succession opportunities are being reviewed to build local capability and reduce future recruitment challenges. Christmas closure will be from midday Thursday 24/12/2026 and return to work on Monday 4th January 2027.

Recruitment

Recent recruitment activities resulted in the engagement of casual Accounts Payable and Parks and Gardens staff. Key challenges continue to include lead-in times for onboarding, pre-employment requirements and allocation of sufficient induction resources. The team is working on streamlining recruitment and commencement processes.

Apprenticeships and Traineeships

Council currently supports apprentices and trainees across mechanical, painting, carpentry, finance, business, community services and water operations disciplines. These programs contribute significantly to local employment outcomes and succession planning. Future First Start Funding opportunities will continue to be explored.

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

WHS Management System Review

The WHS Management System review remains a key compliance priority. Tina Torrens, LGMS representatives and internal staff are working collaboratively to consolidate WHS documentation, strengthen record keeping and address audit actions. Training materials are being reviewed to improve legislative compliance and onboarding effectiveness. Monthly progress reporting against audit actions is happening.

Blue Card Compliance

A review of Council's Blue Card register is underway to ensure all relevant employees are linked to Council and maintain current clearances. The No Card No Start principle is being reinforced, supported by improved monitoring and reporting processes.

Policy Review Program

Priority reviews include the WHS policies and procedures, Health and Safety Representatives, Travel Policy, Vehicle Usage Policy and Higher Duties provisions. Reviews are focused on legislative compliance, governance improvements and operational consistency.

HR Systems and Compliance

The team continues strengthening workforce governance through employee register maintenance, contract templates, onboarding documentation, funding acquittals and workforce reporting tools. These initiatives support audit readiness and legislative compliance.
Ongoing dissemination of emergency management information supports Council's WHS obligations relating to employee welfare, environmental hazards, and disaster preparedness.
New uniforms are being distributed for all of our outside work staff. The high visibility uniforms designed by Koby include the our many communities design by Uncle Charlie Chambers Jnr and look amazing whilst also being safety conscious.

Training and Capability Development

Priority training areas include White Card certification, Water Industry Operations qualifications, Microsoft 365 capability development, supervisory skills and organisational awareness training.
Upcoming meeting with LGAQ to see the outcome of the Capacity Building Finding that may be as high as $80 000 to assist with upskilling staff. We shall investigate up to Diploma level training for staff in their areas of interest.

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

Grants & Funding

- Letter of support received from Geanene Gower regarding the IWDGP Grant Program
- Letter of support from Indigenous Centre of Excellence TAFE Queensland regarding the IWDGP Grant Program
- IWDGP is the Indigenous Workforce Development Grant Program and we are hoping to gain funding for -
- 8 Certificate II Indigenous Housing Maintenance and Repairs trainees
- 1 x Certificate III IT trainee
- 1 cx certificate IV Youth trainee

The housing traineeships will lead into an apprenticeships program being formulated by the Economic Department.
The ICT trainee will be mentored by Colin, our ERP project lead and start our onsite IT team at Council.

Key Issues

- Challenges include risk management from audit reports and compliance adherence, attracting suitably qualified candidates, increasing compliance obligations, succession planning risks in specialised positions and ensuring timely completion of mandatory training requirements.

Compliance with wearing PPE for outside workers has become a focus of the team. As the weather gets hotter, heat stress management will also be a focus.

- The Work Health and Safety and Environmental Health Manager met onsite with representatives from CDI Pest Management and jointly inspected all identified Council buildings affected by pigeon activity. CDI Pest Management is preparing a quotation outlining responsible and humane pest-management measures to address the current pigeon population, reduce contamination within and around Council facilities, and minimise potential health and biosecurity risks to employees, building users and the broader community, including risks associated with H5N1 avian influenza.

In addition to the pest-management proposal, Council may consider the following complementary measures:

- installing bird-proofing controls, such as exclusion netting, mesh, barriers and approved deterrent systems;
- sealing identified building access points and modifying roosting or nesting areas;
- arranging specialist cleaning and decontamination of affected areas, including the safe removal of droppings and nesting material;
- restricting access to heavily affected areas until they have been assessed and appropriately cleaned;
- introducing a regular inspection, cleaning and monitoring program for Council facilities;
- reviewing waste management, food sources and other site conditions that may attract pigeons;
- providing relevant employees and contractors with appropriate procedures, personal protective equipment and hygiene guidance;
- establishing a process for recording and reporting sick or dead birds; and
- seeking further advice from relevant Queensland health, workplace safety and biosecurity authorities where required.

Any sick or dead birds should not be handled by untrained personnel. Their location and condition should be recorded and reported through the appropriate biosecurity channels. Australian Government guidance recommends avoiding contact with sick or dead birds and reporting suspected cases to the Emergency Animal Disease Hotline on **1800 675 888**.

Once the quotation from CDI Pest Management has been received, we will assess the proposed treatment methodology, costs, WHS requirements, environmental considerations and recommended preventative controls. A further update will be provided to Council following this assessment.

The bird issue has been ongoing for a number of years and we need to reduce the feeding and population growth to reduce the risk to community

External Requests

> Dear Cherbourg Aboriginal Shire Council,
>
> Your previous support of the Red Earth Community Leadership Program has helped create opportunity for leaders to grow their confidence, capability and connections.
>
> Since 2014, more than 270 people have participated in RECLP. Their ongoing contribution — to businesses, boards, organisations, workplaces and communities — is the real measure of investments like yours.
>
> We invite you to continue that investment in 2027.

- Sponsor a participant — create a fully-funded place for someone from your community or organisation.
- Partially support a participant — contribute towards the cost of making participation accessible.
- Invest in the program more broadly – contribute towards catering, program delivery costs or the graduation ceremony
- Become a longer-term partner — commit to investing in leaders over several years
- Invest through Red Earth — explore philanthropic and community investment opportunities extending beyond RECLP.

> Our DGR1 status also enables your contribution to be tax-deductible.
>
> Red Earth Community Foundation's role is continuing to grow. Leadership development remains an important part of our work, alongside other investments in people, community capability and locally led responses to opportunity and need.

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

We would welcome the opportunity to discuss what kind of contribution best aligns for you.

Thank you for the role you have already played, and we hope to partner with you again to invest in people.

Yours Sincerely,

The Red Earth Community Leadership Program Team
info@redearth.org.au
0494 065 825
www.redearth.org.au

RED EARTH
Community Leadership Program

Investing in people
Strengthening communities
Building what comes next

Red Earth acknowledges the traditional owners & custodians of the country in which we work, play and live. We pay our respects to the people and elders past, present and emerging.

Suggested attendee for the next session are –

Elizabeth OÇhin
Charmaine Georgetown

People, safety and compliance Team

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

Appointments and Recruitment Policy

Version Number:	1	**Effective Date:**	TBA
Policy Compiled by:	Anne-Maree Walsh	**Review Date:**	TBA
Policy Approved by:	TBA	**Pages:**	5

1. Purpose

The purpose of this Policy is to establish a governance framework for the recruitment and appointment of employees, executives, committee members, delegates, and other persons appointed by Council. The Policy promotes transparency, accountability, integrity, fairness, and merit-based decision-making consistent with the local government principles established under the **Local Government Act 2009 (Qld)**.

2. Policy Statement

Council is committed to ensuring that all appointments are made through fair, transparent, and accountable processes that:

- are based on merit and organisational need;
- comply with legislative and regulatory requirements;
- promote public confidence in Council's decision-making;
- support equity, diversity and inclusion;
- protect the integrity of Council's governance framework; and
- are free from improper influence, bias, favouritism, nepotism, or discrimination.

3. Guiding Principles

All appointment processes must align with the local government principles, including:

- transparent and effective processes and decision-making;
- ethical and legal behaviour of Councillors and local government employees;
- good governance of, and by, local government;
- accountability to the community;
- sustainable and effective management of public resources; and
- a commitment to fairness, integrity and public trust.

4. Scope

This Policy applies to:

- recruitment and appointment of all employees;
- appointment of the Chief Executive Officer;
- appointment of consultants where recruitment-style selection processes are undertaken;
- appointment of committee members, advisory groups, working groups and delegates;
- acting, temporary, fixed-term, casual and permanent appointments;
- appointments made under delegated authority; and
- Council-appointed representatives to external organisations, boards or committees.

5. Governance Requirements

DRAFT

5.1 Merit-Based Selection

All appointments must be based on merit.

Merit will be assessed against:

- qualifications, licences and certifications;
- demonstrated skills and experience;
- capability to perform the inherent requirements of the role;
- behavioural attributes and alignment with Council values;
- cultural capability and community engagement requirements where these are genuine occupational requirements; and
- organisational and operational needs.

No person shall be appointed solely on the basis of personal relationships, political influence, community status, family connections or other irrelevant considerations.

5.2 Equity, Diversity and Inclusion

Appointment processes must:

- provide equal opportunity for applicants;
- comply with anti-discrimination and human rights obligations;
- provide procedural fairness;
- ensure applicants are assessed consistently against established criteria;
- encourage a diverse and inclusive workforce; and
- remove barriers to participation wherever reasonably practicable.

5.3 Probity

All recruitment and appointment processes must be conducted in accordance with the principles of:

- fairness;
- impartiality;
- accountability;
- transparency;
- confidentiality; and
- integrity.

Individuals involved in recruitment or appointment decisions must act independently, avoid actual or perceived bias, and maintain public confidence in Council's processes.

5.4 Conflict of Interest

Any person participating in an appointment process who has an actual, potential or perceived conflict of interest must:

- disclose the conflict immediately;
- complete any required declaration;
- remove themselves from the decision-making process where appropriate; and
- comply with Council's Conflict of Interest Policy and applicable legislation.

Declared conflicts and associated management actions must be documented.

5.5 Nepotism and Favouritism

Council prohibits nepotism, patronage and favouritism in appointment decisions.

Family relationships, personal associations, business relationships, cultural obligations or community connections must not influence recruitment outcomes.

Where a relationship exists between an applicant and a member of the selection process, the relationship must be declared and managed in accordance with Council procedures.

5.6 Confidentiality

All information obtained during an appointment process is confidential.

Persons involved in recruitment activities must not:

DRAFT

- disclose applicant information;
- discuss assessments outside authorised processes;
- share interview outcomes;
- use information obtained during recruitment for personal benefit.

Confidentiality obligations continue after completion of the appointment process.

5.7 Councillor and Employee Roles

Councillors and employees must act within their respective legislative roles and responsibilities.

Except where authorised by legislation, Councillors must not improperly influence, direct or interfere in:

- recruitment activities;
- appointment decisions;
- employee management; or
- selection panel deliberations.

All recruitment decisions must be made by the authorised decision-maker within the applicable legislative and delegation framework.

5.8 Delegations and Authority

Appointments may only be made by persons holding lawful authority to do so.

Delegated appointment powers must be exercised in accordance with:

- the Local Government Act 2009;
- the Local Government Regulation 2012;
- Council's Register of Delegations; and
- any limitations imposed by Council resolution or legislation.

6. Chief Executive Officer Appointments

Council is responsible for the recruitment, appointment, performance management and separation of the Chief Executive Officer in accordance with legislative requirements.

CEO appointment processes must:

- be conducted through a transparent and documented process;
- be based on merit and organisational requirements;
- include appropriate conflict of interest and probity controls;
- be supported by Council resolutions where required; and
- maintain appropriate confidentiality throughout the process.

7. Committee and External Appointments

Where Council appoints individuals to:

- advisory committees;
- audit and risk committees;
- working groups;
- steering committees;
- boards; or
- external organisations,

selection must consider:

- skills and expertise;
- legislative eligibility requirements;
- diversity of representation;
- independence requirements;
- conflicts of interest; and
- the objectives of the committee or appointment.

8. Work Health and Safety Considerations

DRAFT

Where relevant to the position, Council may undertake lawful pre-employment assessments to determine an applicant's capacity to perform the inherent requirements of the role safely.
Any assessment must:

- be directly related to the requirements of the position;
- comply with privacy obligations;
- comply with anti-discrimination requirements; and
- be conducted consistently and fairly.

9. Records Management and Privacy

Council will maintain accurate records of all appointment processes, including:

- advertisements;
- applications;
- interviews;
- assessments;
- referee checks;
- conflict of interest declarations;
- recommendations;
- approvals; and
- appointment documentation.

Records must be managed in accordance with applicable public records and privacy legislation and Council's records management requirements.

10. Responsibilities

Council

- Approve appointments where required by legislation.
- Oversee CEO appointment and governance.
- Monitor governance and compliance outcomes.

Chief Executive Officer

- Ensure appointment processes comply with this Policy.
- Exercise delegated appointment authority appropriately.
- Ensure appropriate recruitment procedures are maintained.

Directors and Selection Panels

- Conduct recruitment activities fairly and consistently.
- Manage conflicts of interest.
- Maintain confidentiality.
- Document recruitment decisions.

Employees

- Comply with this Policy when involved in appointment processes.
- Act honestly, ethically and professionally.

11. Monitoring and Review

Council will monitor compliance with this Policy through internal governance, audit and review processes.
The Policy will be reviewed every four years or earlier if required by legislative, operational or governance changes.

Legislative and Policy References

- **Local Government Act 2009 (Qld)**
- **Local Government Regulation 2012 (Qld)**
- Industrial Relations Act 2016 (Qld)
- Anti-Discrimination Act 1991 (Qld)
- Human Rights Act 2019 (Qld)
- Work Health and Safety Act 2011 (Qld)

DRAFT

- Public Records Act 2023 (Qld)
- Information Privacy Act 2009 (Qld)
- Council Code of Conduct
- Conflict of Interest Policy
- Recruitment and Selection Procedure
- Register of Delegations

DRAFT

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

Higher Duties Policy

Version Number:	1	**Effective Date:**	TBA
Policy Compiled by:	Anne-Maree Walsh	**Review Date:**	3 yrs from endorsement
Policy Approved by:		**Pages:**	5

1. Policy Background

To provide a fair, transparent and industrially compliant framework for temporary higher duties arrangements while ensuring no reduction of Award or legislative entitlements.

2 Scope

Applies to all Council employees including Award, and Senior Officer employees.

3. No Reduction of Industrial Entitlements

Nothing in this Policy excludes, restricts or reduces any entitlement under an Award, legislation or employment contract. Where inconsistency exists, the industrial instrument prevails.

Industrial Instruments Prevail
Where there is any inconsistency between this Policy and:

- the Industrial Relations Act 2016 (Qld);
- the Queensland Local Government Industry Award (Stream A) – State 2017;
- the Queensland Local Government Industry Award (Stream B) – State 2017;
- the Queensland Local Government Industry Award (Stream C) – State 2017;
- any Certified Agreement applying to Council; or
- an employee's contract of employment,

the industrial instrument or contract will prevail to the extent of the inconsistency.

This Policy is intended to support the administration of Higher Duties arrangements and must not be interpreted in a manner that diminishes any employee entitlement established by legislation or industrial instrument.

4. Higher Duties Entitlement

Employees engaged wholly or mainly on duties of a higher classification will be paid in accordance with the applicable Award. Stream A employees will be paid in accordance with clause 12.5 of the Queensland Local Government Industry Award (Stream A) – State 2017.

5. Assessment of Wholly or Mainly

DRAFT

Council will assess the actual responsibilities, authority, delegations, financial accountability, supervision and decision-making undertaken. No numerical threshold applies to Award entitlement.

6. Senior Officer Acting Arrangements

Assessment factors may include attendance at Council meetings, executive reporting, budget responsibility, financial delegations, staff management, strategic planning and statutory obligations. These are assessment guides only and do not limit Award rights.

7. Additional Duties

Where an employee undertakes significant additional responsibilities but is not entitled to higher duties under the Award, Council may approve a discretionary additional duties allowance. This allowance does not replace higher duties obligations

8. Approvals

All arrangements must be approved before commencement and documented by HR.

9. Responsibilities

Managers assess operational need; HR ensure compliance; employees perform assigned duties and report concerns.

10. Review

Policy reviewed every three (3) years or upon industrial change.

11. Payroll and Remuneration Administration
11.1 Commencement of Payment

Higher Duties payments will commence from the date the employee is formally directed and approved to undertake the higher duties assignment.
Higher Duties payments will not be applied retrospectively unless approved by the Chief Executive Officer in exceptional circumstances.

11.2 Calculation of Payment

Where an employee is entitled to Higher Duties under an applicable Award or industrial instrument, remuneration will be calculated in accordance with the applicable industrial instrument.
For employees covered by Clause 12.5 of the Queensland Local Government Industry Award (Stream A) – State 2017, payment will be made in accordance with the classification and salary provisions applicable to the position being relieved.

11.3 Payroll Processing

All Higher Duties and Additional Duties arrangements must be supported by:
- an approved Higher Duties Authorisation Form;
- confirmation of the commencement and end dates;
- confirmation of the position being relieved;
- approval by the relevant delegated officer.

Human Resources will maintain records and provide appropriate payroll instructions.

11.4 Superannuation and Other Benefits

Higher Duties payments will be treated as ordinary earnings for purposes including:
- **superannuation contributions;**
- leave loading (where applicable);
- overtime calculations (where applicable under the relevant industrial instrument);
- workers' compensation calculations;
- payroll taxation and statutory reporting obligations.

12. Leave During Higher Duties
12.1 Annual Leave and Personal Leave

Where an employee has been receiving Higher Duties immediately prior to taking approved leave, payment during leave will be determined in accordance with the applicable Award, certified agreement, employment contract and payroll provisions.

12.2 Temporary Cessation of Higher Duties

Where an employee undertaking Higher Duties is absent for an extended period due to:
- annual leave;
- personal leave;
- parental leave;
- workers' compensation leave; or
- other approved leave,

Council may suspend or conclude the Higher Duties arrangement where operationally necessary.

12.3 Planned Leave

Employees undertaking Higher Duties should provide reasonable notice of planned leave to assist Council in managing operational requirements and continuity of service.

13. Audit, Compliance and Record Keeping
13.1 Record Keeping

Council will maintain accurate records of:
- approved Higher Duties arrangements;
- Additional Duties Allowances;
- commencement and cessation dates;

DRAFT

- payroll adjustments;
- approval documentation;
- review outcomes.

Records will be retained in accordance with Council's Records Management requirements.

13.2 Internal Audit

Human Resources may undertake periodic reviews to ensure:

- compliance with Awards and industrial agreements;
- consistency of application across Council;
- appropriate use of Higher Duties arrangements;
- correct payroll processing;
- compliance with delegated authority requirements.

13.3 Management Accountability

Managers and Supervisors must ensure:

- Higher Duties arrangements are operationally justified;
- approvals are obtained before commencement;
- employees are not required to continuously undertake higher level duties without appropriate remuneration;
- arrangements are regularly reviewed.

14. Human Rights Statement

In developing and applying this Policy, Cherbourg Aboriginal Shire Council has considered the human rights protected under the Human Rights Act 2019 (Qld).
Council considers that this Policy supports:

- the right to recognition and equality before the law;
- the right to fair and favourable work conditions;
- protection from discrimination;
- cultural rights;
- privacy and reputation rights; and
- the right to take part in public life through equitable employment practices.

Council representatives must act and make decisions under this Policy in a manner that is compatible with human rights and give proper consideration to any human rights that may be affected.
Where a decision under this Policy may limit a person's human rights, that limitation must be reasonable, necessary, justified and proportionate in accordance with the Human Rights Act 2019 (Qld).

15. Policy Review and Reporting

Executive Leadership Team will review this Policy:

- every three (3) years;
- following significant legislative or industrial relations changes;
- where directed by the Chief Executive Officer; or
- following identification of significant compliance concerns.

A summary of Higher Duties arrangements may be reported annually to the Executive Leadership Team to identify workforce planning trends, succession planning opportunities and compliance risks.

DRAFT

CHERBOURG ABORIGINAL SHIRE COUNCIL
22 BARAMBAH AVENUE
CHERBOURG QLD 4605
Phone: (07) 4168 1866
Fax: (07) 4168 2727

Acting in Senior Officer Positions

Where an employee is directed to undertake the duties of a Senior Officer position, Council will assess whether the employee has assumed the responsibilities, authority and accountability associated with that position.
When assessing whether an employee is acting in a Senior Officer position, Council will consider the extent to which the employee has assumed the essential accountabilities, delegations, financial responsibilities, strategic responsibilities and leadership functions of the position.
Relevant considerations may include:

- attendance at Council meetings, committee meetings and Executive Leadership Team meetings;
- preparation and presentation of reports to Council;
- management of departmental budgets and financial performance;
- exercise of financial and operational delegations;
- supervision and management of employees;
- strategic planning and organisational decision-making responsibilities;
- stakeholder and community engagement obligations;
- statutory, regulatory or legislative responsibilities attached to the position.

These factors are assessment considerations only and do not limit, exclude or reduce any entitlement arising under an applicable Award, Certified Agreement, employment contract or legislation.
The assessment will focus on the substance of the duties, responsibilities and accountabilities undertaken rather than solely the quantity of tasks performed.

DRAFT

Economic & Community Development

ECONOMIC & COMMUNITY DEVELOPMENT REPORT

Oct 2026

Executive Report



Road and drainage repair MRF site 2026 (REFF)

By Sean Nicholson – Economic and Community Development Manager.

Business Reports

Housing and Building

Please see attached building report and required decisions.

CRP Recycling

Management have been reviewing WHS procedures and are addressing the results of inspections with some new procedures in place. CRP business is steady with management reviewing costs and trying to find efficiency gains in the business. Management is reviewing its leasing and tenancy options to present to Council at a later date.

MRF – REFFS PROJECT

At the MRF, significant road renovation and drainage repair on the shed perimeter road has occurred. The site redevelopment is progressing well during the dry weather.
The roadway base has been stabilised and filled; next stage is to complete the drainage then lay the cement surface.
The twin ram baler has had a major breakdown and repair; it is back online but we have a large backlog of yellow top bin waste to process so are recruiting a casual workforce to catch up the work and to employ across the busy Christmas period adverts will go out this week.

Cherbourg Digital Service Centre

DPI management are visiting next week; staffing is stable and the workforce is building digital skills and charging out the hours to DPI. Fujitsu has offered to assist people from Community to attend the Indigenous Australia Datathon in Cairns at the end of next week.

Café

Management requested all applicants to meet for a more in-depth discussion. One applicant formally withdrew; one applicant has not contacted us for the meeting. Management met with two applicants and had positive meetings with both. Please see attached both initial applications.

Recommendation:
Based on residential proximity, existing involvement with Cherbourg Community in food supply to elders and disadvantaged families over the past two years, individuals' skills on site and meeting required skills and food safety standards qualifications, with a particularly strong and well-presented application. Management recommends the Hope and Future Project, (Kai Kai) applicants.

Other Project Information

1. Christmas lighting for the town – to be discussed and agreed.
2. Christmas special item – to be discussed and agreed.
3. Council building roofing upgrades – no progress this month.
4. Camera project – Interviews and scoping meetings and discussions held with 2 x competent suppliers, more diligence work to be done to achieve the best outcome for the Community and the systems already in place.
5. Aquamonix test went well, and some repairs, due to vandalism, to the existing infrastructure are required to make the signs fully functional again.

"in-principle acquisition" proposal

Proposed Purchase of 25 Haly Street, Kingaroy

Kingaroy Container Refund Point

Prepared for: Cherbourg Aboriginal Shire Council
Purpose: Consideration by Council
Proposal: Purchase of 25 Haly Street, Kingaroy, using a $400,000 initial payment, with the remaining purchase price to be negotiated and progressively funded from CRP operating profits.

1. Executive Summary

This business case recommends that Cherbourg Aboriginal Shire Council progress negotiations for the acquisition of **25 Haly Street, Kingaroy** as a permanent operational base for Council's Kingaroy Container Refund Point (CRP).

The property owner has indicated a willingness to work with Council on flexible purchase terms. The latest proposal communicated to CRP management is for Council to provide a **$400,000 down payment**, with the balance to be negotiated between Council and the owner. Earlier discussions referenced an asking price of approximately **$1.5 million negotiable**.

The proposed funding strategy is:

1. Council provides or sources the initial **$400,000 deposit/down payment**.
2. The balance is subject to a formal negotiated vendor-finance arrangement.
3. Subject to the CRP's financial performance and Council's annual budget decisions, future payments would be funded primarily from **CRP operating profits/surplus**, allowing the business operation to progressively contribute toward acquiring its own permanent operating asset.

The proposal is supported by substantial growth of the Kingaroy CRP since commencing operations on **1 October 2019**. The business commenced with seven casual employees and, as at 1 October 2026, had grown to 15 employees comprising one full-time, three permanent part-time and 11 casual employees.

The operation now services **67 partners and 28 schools**, operates across an approximately **150 km radius**, and has expanded to a main depot plus five bag drops. Management reports that the operation can process up to 310,000 containers in a week and up to 83,000 containers per day seasonally, with more than 100 million containers processed since commencement.

Acquisition would replace a significant component of Council's existing rental expenditure with investment in a Council-owned asset, while providing greater operational security and capacity for continued CRP growth.

2. Background

The Kingaroy CRP opened on **1 October 2019** with seven casual employees, all Indigenous. By its seventh anniversary on **1 October 2026**, the operation employed 15 staff, comprising:

- 1 full-time employee;
- 3 permanent part-time employees; and
- 11 casual employees.

One permanent part-time employee has progressed to a supervisor position. Three employees have achieved seven years of service, with other employees having up to five years of service. [Fw: Opport...oy for CRP | Outlook]

Staff have also undertaken workforce development including forklift licences, WHS responsibilities, Fire Warden roles, Blue Cards, First Aid qualifications and trailer towing competency.

The operation has grown from occupying half of its existing rental shed to full use of the shed. It has also developed a small-scale depot/bag drop at Nanango and expanded to five bag drops in total in addition to the main depot.

This growth demonstrates the need to consider the CRP's longer-term accommodation requirements rather than continuing to rely solely on leased premises.

3. Current Business Position

Demonstrated significant expansion in the scale and reach of the operation.

Operational footprint

The CRP currently services:

- **67 partners**
- **28 schools**
- an approximately **150 km service radius**
- **5 bag-drop locations**
- **1 main depot**
- a fleet comprising **2 vans, 1 ute and 3 trailers**.

Enquiries continue to be received offering potential for further expansion of the Partners for Change program.

Container volumes

Management reports processing capacity/volumes of:

- up to **310,000 containers per week**;
- up to **83,000 containers per day seasonally**; and

- **more than 100 million containers since opening**.

These figures indicate that the CRP is now an established operation of substantial scale rather than a short-term or pilot activity.

4. Current Property Costs

The existing Kingaroy premises are rented. According to the information provided by CRP management:

Premises	Current rental
Kingaroy shed	$6,000 per month
Nanango premises	$3,000 per month
Combined rental expenditure	**$9,000 per month**
Annualised rental expenditure	**$108,000 per annum**

The Kingaroy rent has increased from approximately **$4,000 per month to $6,000 per month**.

A key consideration for Council is whether continuing to direct substantial expenditure toward leased accommodation represents the best long-term use of CRP resources compared with applying available business surpluses toward ownership of a strategic asset.

5. Proposed Property

The property proposed for acquisition is **25 Haly Street, Kingaroy**.

Management advises that the block:

- is approximately **four acres**;
- is classified/light-industrial;
- includes a residence; and
- could provide sufficient space for future CRP business operations and expansion.

The owner previously advised that he was seeking approximately **$1.5 million negotiable** for the property. The owner has subsequently demonstrated willingness to negotiate payment arrangements with Council. An earlier proposal involved a $700,000 initial payment followed by $100,000 annually for eight years plus interest. The latest correspondence states that the owner has instead offered Council the opportunity to make a **$400,000 down payment and negotiate the method by which the remaining balance would be paid**.

This latest proposal potentially reduces the immediate capital requirement, although the final purchase price, repayment period and interest arrangements remain to be formally negotiated.

6. Proposed Funding Model

It is proposed that Council negotiate the acquisition on the following basis:

Stage 1: Initial contribution

$400,000 down payment

This secures a substantial initial contribution toward acquisition while limiting the upfront requirement compared with the owner's earlier $700,000 proposal.

Stage 2: Vendor-financed balance

The remaining purchase price would be addressed through a formal agreement negotiated with the property owner.

The agreement should establish:

- final purchase price;
- outstanding principal following the $400,000 payment;
- interest rate, if applicable;
- minimum annual repayment;
- repayment frequency;
- ability to make additional repayments without penalty;
- security arrangements;
- commencement/settlement date;
- property access and vacant possession arrangements; and
- responsibility for rates, insurance, maintenance and other property costs.

Stage 3: CRP-funded repayments

The preferred strategy would be for repayments to be funded primarily from the **net operating profits/surplus generated by the CRP**, subject to Council budget approval and maintaining sufficient operating cash reserves.

This approach is preferable to committing Council to an arbitrary repayment amount before the CRP's verified profitability, cash flow requirements and capital expenditure needs have been assessed.

CRP annual operating revenue
less operating expenses
less required working capital and approved capital reserves
= surplus available for property repayments.

This would allow stronger trading years to accelerate repayments while protecting the ongoing financial viability of the CRP.

7. Strategic Benefits to Council

Conversion of rental expenditure into asset ownership

Council is currently paying significant rental expenditure without acquiring an ownership interest in the premises. Ownership provides the opportunity to convert future accommodation expenditure and CRP-generated surplus into a long-term Council asset.

Operational security

Ownership would reduce exposure to:

- future rental increases;
- lease renewal uncertainty;
- limitations imposed by leased premises; and
- potential relocation costs.

Capacity for growth

The approximately four-acre site offers the potential to accommodate future business growth.

Given the existing network of 67 partners, 28 schools and five bag-drop locations, securing an appropriate long-term operational base would support the CRP's established regional footprint.

Employment and workforce development

The CRP has grown from seven casual employees to 15 staff and has provided employees with opportunities for skills development and progression into leadership and safety responsibilities.

Permanent premises would therefore support an established Council operation that already provides employment and workforce-development outcomes.

Environmental and community outcomes

Processing more than 100 million containers since commencement represents a substantial recycling activity undertaken through the CRP operations.

Additional property use

The property includes a residence. Management has identified potential use of the residence for Council staff living outside the community and/or generation of rental income.

Any residential use or rental income should, however, be treated as an additional opportunity rather than included in the financial business case until planning, condition, compliance, and market rental assessments have been completed.

8. Financial Considerations

Before Council enters into a purchase contract, I recommend that Finance prepare a **five-year CRP profit-and-loss and cash-flow analysis**, including:

- CRP revenue;
- container refund/handling income;
- wages and on-costs;
- vehicle and fuel expenditure;
- existing rental costs;
- utilities;
- repairs and maintenance;
- insurance;
- equipment and plant replacement;
- other operating expenditure;
- annual net operating surplus; and
- projected surplus available to service the property acquisition.

Repayment scenarios

The final Council paper could then model at least three scenarios:

1. **Conservative:** lower CRP profitability, with a longer repayment period.
2. **Base case:** repayments aligned with the CRP's sustainable historical operating surplus.
3. **Accelerated:** higher repayments in years where CRP profits exceed budget.

This is more financially defensible than assuming all CRP profit can be directed to the property debt.

9. Key Risks and Due Diligence

Prior to entering a binding agreement, Council should obtain:

Financial

- independent valuation of the property;
- confirmation of the final negotiated purchase price;
- verified CRP profitability and cash flow;
- whole-of-life ownership cost analysis;
- confirmation of vendor-finance interest and repayment terms.

Property and legal

- title search;
- confirmation of ownership and any encumbrances;
- building and pest inspection;

- structural condition assessment;
- environmental/site contamination assessment appropriate to the property's industrial history;
- planning and zoning advice;
- confirmation that Council's proposed CRP activities are permissible at the site;
- legal review of the contract and any vendor-finance arrangement.

Operational

- assessment of required building modifications;
- plant and equipment relocation costs;
- traffic and heavy vehicle access;
- workplace health and safety compliance;
- fire safety;
- security requirements;
- utility capacity; and
- future expansion requirements.

10. Options Considered

Option 1: Continue Leasing

Council continues renting the existing Kingaroy and associated premises.

Advantage: No major upfront capital requirement.

Disadvantage: Council continues paying rent and remains exposed to rental increases and leasing uncertainty.

Option 2: Purchase 25 Haly Street with $400,000 Down Payment

Council negotiates acquisition using the proposed down payment and structures subsequent repayments around the sustainable CRP operating surplus.

Advantages:

- establishes a Council-owned asset;
- provides a permanent CRP base;
- supports future growth;
- reduces reliance on leased premises;
- creates potential additional value from the residence; and
- allows CRP operating performance to contribute toward acquisition.

Preferred option, subject to due diligence and financial modelling.

Option 3: Do Not Proceed and Investigate Alternative Properties

Council undertakes a broader property search before determining its preferred long-term CRP location.

This may provide market comparison but could result in the present opportunity being lost.

11. Consideration

It is requested that Council:

1. Note the continued growth and demonstrated operational scale of the Kingaroy Container Refund Point.

2. Note the offer from the owner of 25 Haly Street, Kingaroy for Council to make an initial payment of **$400,000**, with arrangements for payment of the remaining purchase price to be negotiated.

3. Endorse, in principle, progressing negotiations for the acquisition of 25 Haly Street, Kingaroy, subject to satisfactory financial, legal, property, planning and environmental due diligence.

4. Authorise the Chief Executive Officer to negotiate proposed purchase and vendor-finance terms for subsequent consideration and approval by Council.

5. Require a financial assessment of the Kingaroy/Nanango CRP operations to determine the sustainable annual operating surplus available to service the proposed acquisition.

6. Require the final financial model to investigate using CRP-generated operating surpluses, together with savings arising from changes to existing lease arrangements, to progressively fund acquisition of the property.

7. Require an independent property valuation and appropriate building, planning, legal and environmental due diligence before Council enters into any unconditional purchase arrangement.

8. Require final negotiated purchase terms and the full funding model to be presented to Council before execution of a binding contract.

Five-Year Financial Model and Repayment Capacity

A five-year financial model has been prepared to assess the potential capacity of the Kingaroy Container Refund Point (CRP) to contribute towards the acquisition of the proposed property.

The model is based on an **indicative purchase price of $1.5 million** and the owner's latest proposal for an initial **$400,000 down payment**, leaving an indicative balance of **$1.1 million** to be addressed through negotiated vendor-finance arrangements. The $1.5 million asking price and $400,000 down-payment proposal are in email from Christine Beresford to Sean Nicholson.

This financial model uses illustrative assumptions for the purpose of testing repayment capacity rather than representing a final budget or financing arrangement.

Modelling Assumptions

The illustrative model assumes:

- Purchase price: **$1,500,000**
- Initial Council payment: **$400,000**
- Indicative financed balance: **$1,100,000**
- Vendor-finance interest rate: **5% per annum**
- Illustrative CRP annual net profit: **$200,000**
- Annual profit growth: **3%**
- Minimum annual operating reserve retained within the CRP: **$50,000**

The CRP profit, profit growth, reserve and interest rate are modelling assumptions only and should be replaced with actual financial results and negotiated terms before Council enters into a binding purchase commitment.

Repayment Scenarios

Three scenarios were modelled over five years:

Scenario	Approach	5-Year Repayments	Indicative Balance After Year 5
Conservative	50% of available profit after reserve	$405,914	$957,013
Base Case	**75% of available profit after reserve**	**$608,870**	**$733,565**
Accelerated	100% of available profit after reserve	$811,827	$510,116

The **Base Case is recommended for business-case purposes** because it demonstrates the potential to make substantial repayments while retaining a proportion of operating surplus rather than committing all available CRP funds to the property.

Under the illustrative Base Case, approximately **$608,870** would be directed toward property repayments over the first five years, reducing the indicative outstanding debt from $1.1 million to approximately **$733,565 after allowing for the modelled interest charges**.

Existing Rental Expenditure

The CRP manager advises that the current Kingaroy premises cost approximately **$6,000 per month**, while the Nanango premises cost approximately **$3,000 per month**, equivalent to approximately **$108,000 per annum combined**.

This existing expenditure is important when considering the longer-term financial merits of ownership. However, the model deliberately shows potential rental savings separately rather than automatically treating the full $108,000 as money available for debt repayment. The actual savings will depend on which lease arrangements cease, timing of relocation and the operating costs associated with the new property.

Financial Assessment

The modelling indicates that a **$400,000 initial contribution combined with repayments supported by future CRP operating surpluses could provide a viable pathway to Council ownership**, subject to verification of the CRP's actual sustainable profitability and negotiation of acceptable vendor-finance terms.

Importantly, the acquisition would also convert expenditure currently directed toward leased accommodation into investment in a Council-owned property. The proposal therefore has the potential to provide both an operational base for the CRP and a longer-term Council asset.

Before final approval, Council should require the model to be updated using:

1. actual CRP financial results for the previous two to three financial years;
2. current-year CRP forecasts;
3. confirmed purchase price;
4. negotiated interest rate and repayment period;
5. confirmed savings arising from termination or consolidation of existing leases;
6. expected rates, insurance, maintenance and property operating costs; and
7. any relocation, building modification or capital expenditure required.

Proposed Council Resolution

That Council:

1. receives and notes the business case for the proposed acquisition of 25 Haly Street, Kingaroy for use by the Kingaroy Container Refund Point;
2. supports in principle progressing negotiations for the acquisition based upon an initial payment of up to $400,000 and a negotiated arrangement for payment of the remaining purchase price;
3. supports development of a funding model under which available CRP operating surpluses contribute toward repayment of the outstanding purchase price;
4. delegates the Chief Executive Officer to obtain an independent valuation, undertake financial, legal, building, planning and environmental due diligence and negotiate proposed commercial terms with the property owner; and
5. requires the final purchase price, financing arrangements, due diligence outcomes and long-term CRP financial analysis to be presented to Council for approval prior to entering into an unconditional purchase agreement.


25 Haly St

PLACEscience

abn:49106 666 077
A: 30 Gayundah Esplanade Woody Point 4019
M: 0413746033 E: andrewschulz@mail.com

Expression of Interest: Opportunity to Operate the Cherbourg CommUNITY Cafe
Date: 23 September 2026
Attn: Mr Sean Nicholson - Economic Development Manager - Cherbourg Aboriginal Shire Council
Email: business@cherbourg.qld.gov.au / seann@cherbourg.qld.gov.au

Overview

- Project: Cherbourg Community Cafe – A Vibrant CommUNITY Hub
- Proposed Operator: PLACEscience (A community-minded enterprise)
- ABN: 49 106 666 077

Our Vision

PLACEscience submits this Expression of Interest to establish and grow a local food and beverage business that will become an essential anchor of Cherbourg community life.

Our vision is to transform the existing facility into a warm, reliable, and vibrant "commUNITY hub."

The Cherbourg CommUNITY Cafe will provide accessible food, refreshments, and professional catering, while serving as a welcoming social setting for meetings and a dedicated yarning circle. We will actively manage all necessary applications, approvals, and licensing to operate a multi-faceted hub featuring cafe-style meals, takeaway options, diverse beverage services, and a retail showcase for locally produced items.

Our Commitments

We are dedicated to delivering lasting value to the district by focusing on the following core outcomes:

- Reliability & Quality: Providing exceptional, consistent food and customer service tailored to the needs of Cherbourg residents, workers, and visitors.
- Sustainability: Developing a resilient business model that maintains a welcoming, professional, and immaculate cafe environment.
- Community Empowerment: Creating positive internal opportunities, training and developing skill sets and fostering genuine interaction between visitors and locals.
- Cultural & Local Promotion: Uplifting local voices by actively promoting Cherbourg's rich music scene, local radio, and print media.

Core Capabilities & Operational Skill Sets

PLACEscience brings a robust, specialised skill set tailored to managing a successful, culturally respectful food and beverage operation:

1. Food Safety, Hygiene, and Compliance

The safety and well-being of the community is our highest priority. We strictly adhere to public health standards through:

- Licence Compliance: Navigating and implementing all local food safety regulations as required by the Cherbourg Aboriginal Shire Council and Queensland Health.
- Safe Food Handling: Enforcing rigorous standards for temperature control, cross-contamination prevention, personal hygiene, and proper sanitisation.
- Sustainability Focus: Processing food waste back into the soil to support environmental health.
- Allergen Management: Maintaining strict awareness and tracking of common food allergens to guarantee a safe dining experience for everyone.

2. Foundational Food Preparation and Menu Planning

We balance nutrition, local preferences, and cost-effectiveness to ensure standard-setting kitchen operations:

- Menu Consistency: Crafting wholesome, appealing cafe-style meals and takeaways with strict quality control.
- Smart Inventory Management: Mastering ordering and rotation routines to mitigate rural transit timelines, minimise waste, and maintain a steady supply of core ingredients.
- Kitchen Efficiency: Safely operating commercial kitchen equipment and implementing portion control to handle peak service periods smoothly.

3. Customer Service and Community Engagement

Our business model thrives on building deep, positive relationships rooted in mutual respect:

- Cultural Competence: Operating with a profound understanding of community dynamics, ensuring our service honors local values, celebrates connection, and fosters a truly inclusive space.
- Exceptional Customer Relations: Emphasising warm, patient, and polite communication so every resident and visitor feels deeply valued.
- Conflict Resolution: Managing floor feedback or customer complaints calmly, constructively, and professionally.

4. Financial Literacy and Point of Sale (POS) Operations

To ensure the cafe remains a viable, long-term asset, we apply strong foundational business skills:

- POS & Cash Handling: Proficiently managing electronic point-of-sale systems (EFTPOS), secure cash handling, and daily financial reconciliations.
- Strategically pricing items to remain highly accessible to the community while covering core utilities, ingredients, and operational overheads.

5. Branding, Cleanliness, and Building Maintenance

We take immense pride in our physical presentation. We will conduct regular ground and facility checks to ensure:

- Immediate rubbish removal and well-managed bin capacities.
- Prompt repair or replacement of any damaged furniture, fixtures, or fittings to maintain a safe, beautiful environment.

Next Steps

We highly value the Council's initiative to utilise an existing facility to fill a vital community need. Following our brief initial conversation with Mr Sean Nicholson, we welcome the opportunity to take this discussion further.

We would be incredibly grateful to schedule an on-site meeting to review our operational plans, share our ideas, and collaborate on bringing the Cherbourg CommUNITY Cafe concept to life.

Thank you for your time and consideration of our proposal.

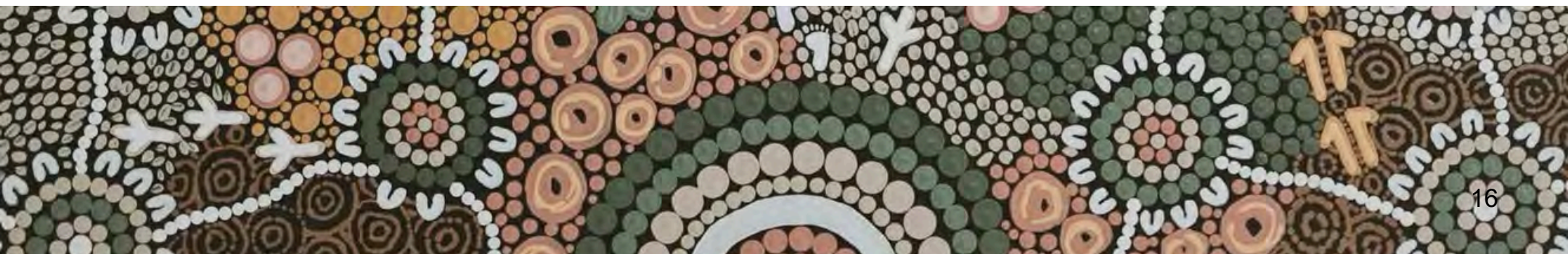
Warm regards,

Andrew Schulz FAIA B. Arch 1981
The PLACEscience Team
M: 0413746033
E: andrewschulz@mail.com



KAI KAI

Cherbourg Community Café
EXPRESSION OF INTEREST
By Hone & Shontelle Hughes



WHO ARE WE?



We’re the Hughes Whānau, a family who loves people and good food! We believe good food is one of the greatest ways to bring people together, and we love the saying:

“Stronger Community, Stronger Future.”

For the past three years, we’ve had the privilege of serving, feeding and loving on the Cherbourg community. Many people know us from our weekly FREE Fruit & Vegetable distribution as Hope & Future Project, which we’ve been running for over 18 months now and interestingly we have been doing this outside the Community Café the entire time. We also have other strong community involvements doing community feeds, fishing and bush tucker outings, Cherbourg Hornets and spending quality time with the people. Somewhere along the way, we simply became Bro, Sis, Uncle and Aunty, Nephew and Niece and that is such a blessing to us.

Food has always been a big part of our lives, from cooking for our own family, regularly feeding friends around our dinner table, to providing hundreds of meals for people experiencing homelessness and sharing feeds with community here in Cherbourg. Food has always been one of the ways we put love into action. With almost four years' experience as a Chef in the New Zealand Army (where we met), cooking thousands of meals and learning how to effectively run and work within a commercial kitchen and also Barista experience. We bring both experience and a genuine love for good tucker with KAI KAI. To us, it’s more than just running a café, we want to create a place where people feel comfortable the moment they walk through the doors. Whether you're coming in for a coffee, grabbing a scrumptious home-cooked feed, bringing the kids in for a treat, or simply stopping by for a yarn, you're welcome here. Just good kai, generous portions, familiar happy faces and our secret ingredient “A whole lot of love”.

We’re a family who loves serving Community, and we hope KAI KAI feels like home.


T35 Heavy Duty Inner
KASO Pears


FREE

















WHY KAI KAI?

Kai means food in Te Reo Māori, our native tongue of New Zealand. But the name KAI KAI also came from something that felt beautifully familiar to us here in Cherbourg. We've heard people throughout community call out to the children "KAI KAI", meaning feed time or the food is ready! It's such a simple little phrase, but there's something warm about it. It speaks of food, family, togetherness and making sure everyone has something to eat.

So when it came time to come up with a name for the café,
KAI KAI just felt right.

It carries a little piece of where we come from, while also reflecting the community we've grown to love. We want KAI KAI to feel just like the name does, familiar, comforting, warm and welcoming.

A place where you can come in, grab a coffee or a lovely feed, have a yarn and know there's always a safe space for Community and Visitors.




TARTELETTE
CARAMEL SALE
CACAHUETE 4.5€
COOKIE
CHOCO CHIP
4€
COOKIE
SARRASIN
4€
BREAKFAST
COOKIE
4€
COOKIE
MATCHA
4€




THIS IS THE
PLACE I WAS
TELLING
YOU ABOUT


GLAD
YOU'RE
HERE


CHICAGO



aesthetics

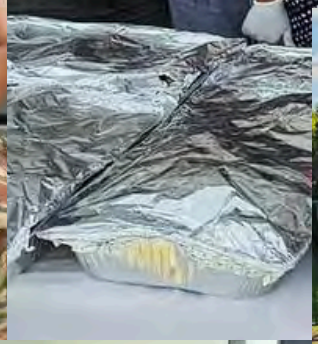





















HOPE & FUTURE PROJECT



Thank You for considering us
Hone & Shontelle Hughes

Cherbourg Aboriginal Shire Council – Building Dept.

Building & Planning Report

October 2026









Contents:

1. Summary

2. Funding Schedule 3 – SHAP concept designs

3. Fisher St Subdivision – Option D change application

4. 23 Broadway St

5. QuickStart Demolition & Rebuild Sites

    Site TBA – 2x Units of Accommodation required to meet funding contract

6. Progress on current new housing projects

7. FNHH/QBuild proposed 26/27 Upgrade program

8. Maintenance, Upgrades, Home Modifications

9. Appendices

1. Summary

Cherbourg Aboriginal Shire Council Building Dept. is actively working on the following housing & facilities projects:

Progressing design & Engineering for 19-20 Barambah Ave roofing issues

Progress of 25 Broadway/9 Bell St site (2x3-bed houses)

Progress of 3 Bell St SHAP

Cherbourg SES facility design & engineering in conjunction with Operations Dept.

Stan Mickelo Transitional Short Term & Emergency Housing Project

SHAP funding schedule 3 – design & building preliminaries

Funding proposal for additional 6x SHAP sites

7 new QuickStart dwellings on 3 sites + additional site to meet funding agreement

Site preparation of 3 Fisher St site

Building approval for 3a/b Fisher St (2x 3-bed houses)

Progress of 2-4 Allan Douglas (3x 2-bed platinum houses)

Funding proposal for Bell St Redevelopment

RAF Pipeline – surveying, native title, procurement/tender

Fisher St subdivision – change application to Option D layout

Recent completions

- Demolition of 3 Fisher St site
- Cultural Heritage monitoring site inspection for RAF Project
- Stage 2 – Slab & Footings for 25 Broadway, 9 Bell, 3 Bell
- Frame & Truss for 25 Broadway, 9 Bell St
- Concept plans for SES facility

QBuild social housing maintenance continuing under new 26/27 contract

Disability home modifications continuing on needs basis for community

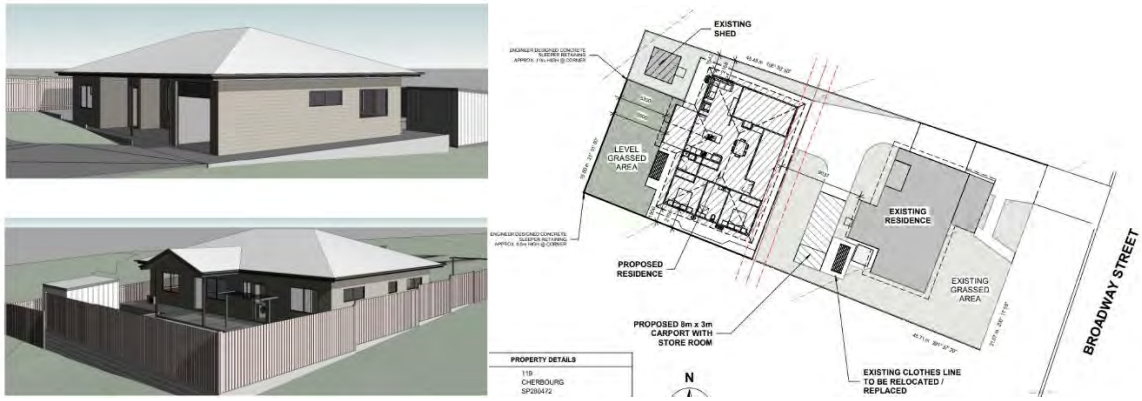
Queensland Community Housing Energy Upgrades (QCHEU) – submission for 50x Household Living Space split system air conditioning units being prepared for funding submission end of October 26.

2. SHAP Funding Schedule 3 Concept Designs

Background: Concept level designs have been completed for the addresses approved under funding schedule 3 for SHAP projects – extensions or self-contained units to existing houses to alleviate overcrowding.

Refer item 9. appendices A-G for full concept plans

12 Broadway St – Self Contained Unit 2-bed

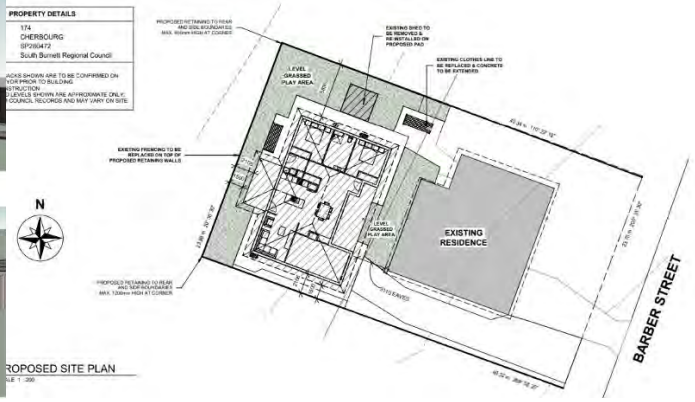


14 Broadway St – Self Contained Unit 2-bed



26 Barber St – Self Contained Unit 2-bed

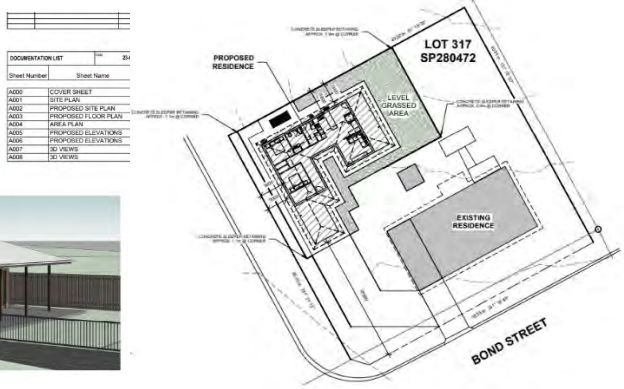




2 Bond St – Self Contained Unit 2-bed







3 Bond St – Self Contained Unit 2-bed



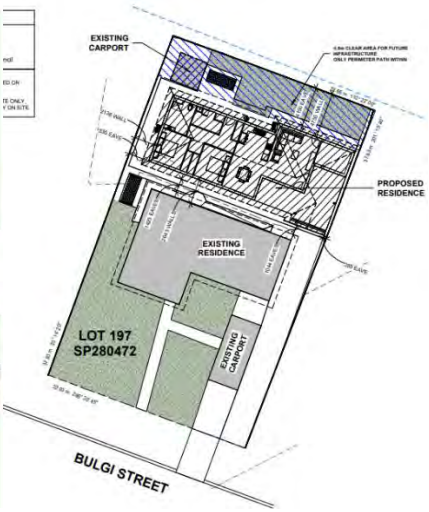




7 Bulgi St – Self Contained Unit 2-bed



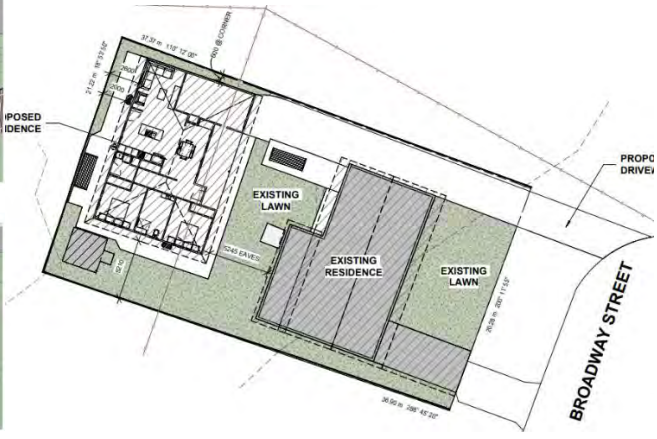




9 Broadway St – Self Contained Unit 2-bed







Recommendation:

1. *Council move a resolution to endorse the 7 concept designs for Funding Schedule 3 integrating the Cherbourg Built Form Design Principles to each unique site.*

3. Fisher St Subdivision – Option D change application

Background: Council has granted a preliminary development approval for a 53 lot subdivision for the Fisher St site DA2026-029 for the Option C design. The community engagement led development of the Cherbourg Built Form Design Principles & their application to the proposed subdivision has led to the development of an Option D layout for the same number of lots within the same development envelope. The redesign triggers the need for a change application under the *Qld Planning Act 2016*. The change application & relevant documents are attached for Council's consideration at item 9. Appendix H.

Option D layout



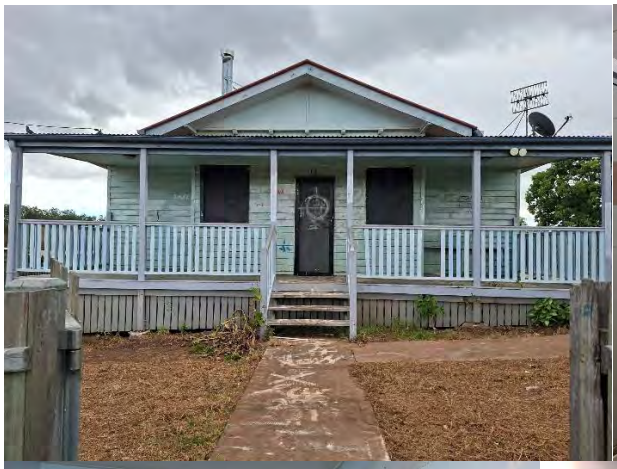
Recommendation:

Council move a resolution to approve the change application and issue preliminary development approval with relevant conditions. This preliminary approval will allow the Fisher St subdivision project to progress to detailed design phase, preparation for full development approval, and progress to tender/construction phase in 2027.

4. 23 Broadway St

Background:

23 Broadway St was vacated at approx. the end of April 2026. The dwelling is in a dilapidated state as per photographs & is not tenantable in its current condition. As per Council motion 3039 a detailed study has been undertaken by the Building Dept. to inform a Council decision to support 1) refurbishment of the existing dwelling to achieve compliance with all current structural & energy efficiency requirements plus Gold accessibility where possible, or 2) demolish the dwelling with a view for inclusion in future Strategic Capital Delivery funded housing projects.






Progress:

The Building Dept. has communicated Councils preference for demolition & rebuild to the Dept. of Housing & is awaiting a response.

5. QuickStart Demolition & Rebuild Sites

(7 units of accommodation)

Background: Funding Schedule 1 lists 7 units of accommodation as its outcome consisting of new housing projects over 3 sites:

3a/b Oak Ave – Duplex 2-bed

3 Jerome St – 5 Bed house

10/11 Jerome St – 4x 2-bed villas

Council's preference to meet housing waiting lists is to construct 2x 4-bed houses on the 10/11 Jerome Site delivering a total of 5 units of accommodation.

This information has been communicated to the Dept of Housing for response. Dept. has considered Council's preference & indicated a preference to maintain the 7 units of accommodation outcome for Funding Schedule 1 QuickStarts.

To meet Dept. of Housing requirements a new site/sites are required that can accommodate the extra 2 units of accommodation.

The Building Dept. has investigated the available options & prepared the below list for Councils consideration:

23 Broadway St site:

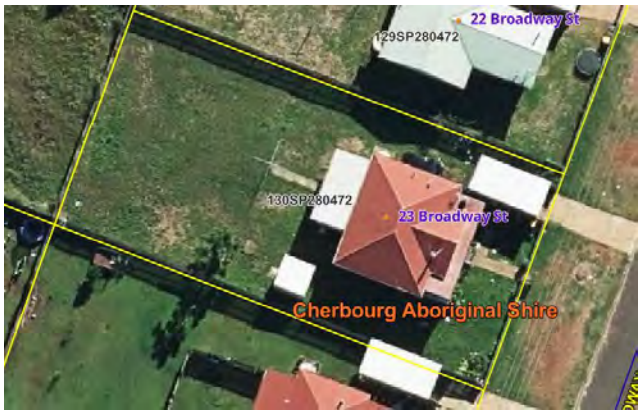
Status: dilapidated house vacant & awaiting demolition

Site area: 1013 m2

Buildability: suits a 2-3 bed duplex or detached dwellings, or 1x 4-bed detached house.

Cannot readily accommodate 2x 4-bed houses on 1 site meeting CBFDP

Outcome: 2 or 1 units of accommodation



11 Collins St site:

Status: current 11a single side of duplex remains after 11b side terminally damaged by termites & water leaks

Site area: 1878 m2

Buildability: ideally suits an attached triplex design off Collins St with max 2-bed per dwelling & rear decks overlooking bushland, steep block at rear not suitable for yard space. This concept would be an improvement on the current buildings but essentially the same style of construction. Cannot readily accommodate 2x 4-bed houses meeting CBFDP

Outcome: 3 units of accommodation



20 Bell St site:

Status: Demolished & clear ready for construction, on Strategic Capital Plan but not currently funded.

Site Area: 876 m2 + 244 m2 at front that can be incorporated as yard 1120 m2 total

Buildability: corner block with frontage to Barber & Bell streets. Can accommodate 2x 4-bed rectangular houses, one fronting Barber & one fronting Bell St meeting all requirements of CBFDP.

Outcome – 2 units of accommodation



Recommendation:

Council consider the available options for an additional 2 units of accommodation outcome to meet Funding Schedule 1 requirements & endorse the preferred option.

The endorsement will enable the preparation of a variation to Funding Schedule 1 for the 10/11 Jerome site 2x 4-bed houses + the additional preferred site.

6. Progress on current new housing projects

RAF pipeline

- Funding awarded & paid to CASC from State Residential Activation Fund $4M
- Site visit with PBC & Everick Heritage completed awaiting report to complete cultural heritage monitoring agreement
- Tender documents ready to release on vendor panel when NT monitoring agreement reached.
- Site work should commence Q2 26/27 & be completed Q3 26/27 depending on tender results

Fisher St subdivision

- Change application presented for October meeting

35 Barber St

- PC achieved, handover in progress

2-4 Allan Douglas Ave

- Framing, Roofing, Brickwork in progress, on track for PC 30/11/26

25 Broadway St/9 Bell St

- Framing completed
- Roofing completed
- Brickwork in progress
- Lining & finishing commencing

8 Jerome St

- Design completed, site prep commencing shortly

3 Bell SHAP

- Slab down
- Framing in progress

10 Cobbo St

- Concept design completed
- Completing & preliminaries
- 24JAA notification in progress

50 Barber St

- Design stage completed & building preliminaries in progress
- 24JAA notification in progress

7. FNHH/QBuild proposed 26/27 Upgrade & Maintenance program

Background:

First Nations Housing & Homelessness have communicated to Council their proposed 26/27 Upgrade & Maintenance programs consisting of:

- Upgrade Budget of $1,137,876, noting delivery expenditure on upgrades of $3,145,915 in 2025-26.
    - 9 projects in progress or not commenced by 30 June 2026
    - 15 projects to be quoted
- Maintenance Budget of $4,600,041 which is a further 36% ($1,236,122) uplift on the 2025-26 budget.

Assessment:

The Upgrade program offer represents a substantial reduction in upgrade expenditure & scope of work being undertaken with very little in the way of improvements to health, safety, running costs of Cherbourg housing.

The Maintenance budget allocation represents a substantial uplift in budget without a corresponding trend in increasing demand 24/25 to 25/26.

25/26 total upgrades & maintenance total	$6,509,834.00
26/27 total proposed upgrades & maintenance total	$5,737,917.00
26/27 overall reduction	minus $771,917.00

Response

To address the Upgrade program shortfall the Building Dept. has prepared a plan for application to *Queensland Community Housing Energy Upgrades (QCHEU)* for 50x split system air conditioning units (up to $4500 per house) contributing to the health, safety, wellbeing, & energy efficiency of the Cherbourg Community.

The proposed application fits split system air conditioners to the living areas of existing houses providing a substantial lift in comfort & liveability to community housing.

The units can be retrofitted with existing electrical connections & remove the need for unhealthy, dangerous, leaking, & mouldy wall mounted AC units, & provides the ability for tenants to control both annual temperature extremes, not just winter with the current wood heater installations.

If successful, the units will be delivered on an as needed basis in conjunction with tenancy management over the remainder of the 2027 financial year.

8. Maintenance, Upgrades, & Home Modifications

UNPLANNED MAINTENANCE

New Jobs - 179

AHRS	5
1 hour	0
4 hour	49
24 hour	52
7 days	23
14 days	42
Council	8

Outstanding Jobs - 84

Between 121-180 days	0
Between 91-120 days	0
Between 61-90 days	1
Between 31-60 days	29
< 30 days	54

Invoices

QBuild Maintenance	$249,950.68
QBuild Upgrade/DISMOD projects	$ 4,910.52
Council Maintenance	$ 22,504.57
Total	$277,365.77

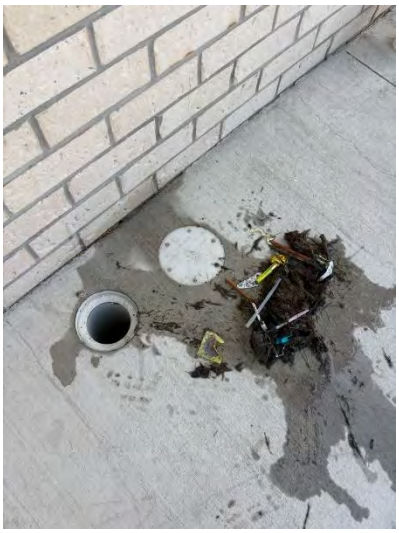
Annual Spend – Budget $4,600,041

July	$ 271,372.50
August	$ 174,006.06
September	$ 249,950.68
Total	$ 695,329.24

NEW HOUSES

13 Bulgi Street – total spend $3,981.69 – 1 open job

- 23/09/2026 - blocked shower drain - clear waste pipe via mini drain cleaner and replace ORG
- 23/09/2026 - damaged toilet leaking from base - re-attach cistern to wall and re-silicone seal base

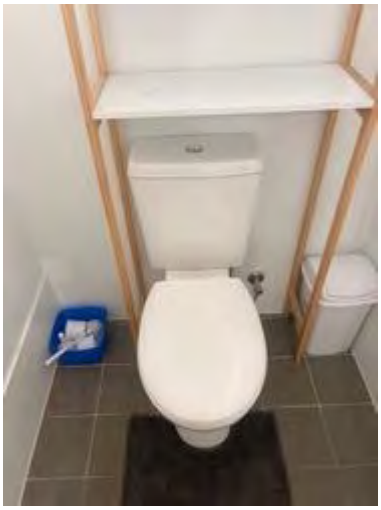




- Relocate rotary clothesline – 09/02/2026 – TENANT HAS REQUESTED A ROTARY CLOTHESLINE, TO BE RELOCATED FROM PREVIOUS ADDRESS

3 Bulgi Street – total spend $1498.78

- 20/08/2026 – blocked kitchen sink drain and damaged toilet seat – clear food debris, clear waste pipe via mini drain cleaner, replace kitchen mixer, replace toilet seat

1 Cobbo Street – proposed completion date 22.10.2026

19 Bell Street – total spend $8,251.20 – 0 open jobs

1 Alan Douglas Avenue – total spend $4,434.17

- Vacant Checks completed – occupied by tenant from 1 Beattie Street while bathroom renovations are being completed

13 Barber Street – total spend $1950.92 – 1 open job

- 30/07/2026 – Damaged fascia, soffit and guttering at front door

DISMOD PROJECTS

Minor

Completed	2	
In Progress	1	29 Barber Street

Major

Completed	0	
In Progress	2	1 Mill Avenue 1 Beattie Street

UPGRADE PROJECTS

Annual Spend – Budget $1,137,876

	Completed	In Progress
Bathrooms	1	
Floors	0	12 Cobbo Street
Stormwater	3	4 Cobbo Street 18 Bond Street

VACANTS

Jobs Outstanding - 2

23 Broadway Street	2

MAINTENANCE CONCERNS

13 Collins Road – pump out septic - 07/08/2026 – new septic system was completed 30 June 2026 and already requires pumping out due to foreign matter continuing to be flushed down the system.

Request for Upgrades – Bathrooms

6 bathrooms have been identified for proposed upgrade – no response has been received from FNHH or QBuild

13 Bell Street – Total to date spend $132,699.04

9 Maintenance requests in the last 3 months - $3432.69 + 2 open jobs

- Blocked bathroom drains x 2
- Electric stove tripping RCD
- Front external & bedroom doors damaged
- Laundry door damaged
- Back screen door damaged
- Damaged shower rose
- Damaged electric HWS
- Damaged bedroom doors

Damaged doors

- Bedroom doors – 14/09/2026
- Bedroom doors - 11/08/2026
- Front wooden & security screen doors – 11/08/2026
- Back security screen door – 24/07/2026
- Laundry door – 24/07/2026
- Front wooden & security screen doors – 26/05/2026
- Bedroom doors – 26/05/2026
- Front wooden & bedroom doors – 25/03/2026
- Multiple internal wooden doors – 09/02/2026
- Front screen door – 09/02/2026
- Front & back wooden doors – 09/02/2026
- Bedroom, bathroom & laundry doors – 01/12/2025

9. Appendices

Appendix A – 12 Broadway St SHAP Concept Design

Appendix B – 24 Broadway St SHAP Concept Design

Appendix C – 26 Barber St SHAP Concept Design

Appendix D – 2 Bond St SHAP Concept Design

Appendix E – 3 Bond St SHAP Concept Design

Appendix F – 7 Bulgi St SHAP Concept Design

Appendix G – 9 Broadway St Concept Design

Appendix H – Fisher St Subdivision Change Application

Operations Manager's Report

Operations Department Report
September 2026

By Matthew Bock, Operations Manager
8th October 2026
Matthewb@cherbourg.qld.gov.au

Contents

Executive Summary....2

Projects....3

Town Solar Street Lighting Project....3

Town Water Mains Replacement....3

Bert Button Reservoir and Mains Replacement....3

Parks and Gardens....4

Fleet Services....4

Environmental health / Animal Control....5

Water & Sewerage....7

Executive Summary

The Operations Department maintained essential services throughout September 2026 while progressing major infrastructure, environmental health, waste, fleet, parks, and water and wastewater activities. Overall performance was stable, with capital works advancing on schedule, no reported workplace health and safety incidents, and drinking-water results remaining compliant.

Three key infrastructure projects recorded strong progress. The solar street lighting project was completed with 108 lights installed. The town water mains replacement remains on schedule, with 2.1 kilometres of new mains laid and property connections, road repairs and the final 300-metre section from the Water Treatment Plant still to be completed. The Bert Button Reservoir and mains replacement is also on schedule, with the reservoir, pump room and associated mains complete and final fit-out, fencing, connections and commissioning underway.

Day-to-day operations continued across parks and gardens, cemetery services, waste collection and fleet maintenance. Fleet Services completed 17 jobs, including scheduled servicing, plant repairs, safety upgrades and preparation of two new utilities. Recycling participation remained positive, with 164 bins collected and 164 residents participating, although inconsistent waste-collection scheduling and illegal dumping remain areas requiring continued monitoring, education and enforcement.

Environmental health and animal management work focused on patrols, complaints, impoundment, rehoming, animal welfare and community education. As at 8 October, 370 of 640 registered domestic animals were desexed, or 57 per cent, which remains below AMRRIC targets. Two regulated dogs continue to be managed, planning has commenced for the annual visiting veterinarian, and food-business licensing, inspections and staff training require further attention.

Water and wastewater services remained reliable. All drinking-water samples were compliant in September, routine monitoring and plant inspections continued, and the wastewater sampling program progressed with agency and consultant support. A sewer blockage at Barber and Bell Streets was cleared, cemetery plumbing repairs were completed, and all seven effluent ponds and sewer pump stations remained operational. Priorities for the next reporting period are to complete current capital works, maintain regulatory compliance, improve waste-collection consistency, strengthen animal-management and food-safety processes, and continue safe, dependable frontline service delivery.

Projects

Town Solar Street Lighting Project

Status: Complete

The Town Solar Street Lighting Project has been completed, with 108 solar street lights installed throughout the community. The completed works have expanded public lighting coverage and improved community infrastructure.

Council will now commence the scoping, pricing and planning of additional solar street lights. This work will identify priority locations, confirm estimated costs and ensure that Council is prepared to submit funding applications when the next suitable funding rounds open.

Town Water Mains Replacement

Status: On schedule

Construction of the town water mains replacement is progressing well. All 2.1 kilometres of new mains within the community have been laid. The remaining works within the community comprise property connections and associated road repairs.

Road repairs are scheduled to be undertaken at the end of October. Construction will also commence on the final 300-metre section of pipeline extending from the Water Treatment Plant.

Bert Button Reservoir and Mains Replacement

Status: On schedule

The Bert Button Reservoir and mains replacement project continues to track on schedule. Construction of the reservoir is complete, and the pump room has been fully constructed. Newlands is currently fitting out the dosing shed with the required equipment, and installation of the security fencing is underway.

All water mains associated with the project have been laid. The remaining works are the completion of property connections, final equipment installation and associated commissioning activities

.

Parks and Gardens

Current Business

- The parks and gardens crew are picking up rubbish and mowing where needed daily
- Cemetery burials and associated works
- Work on cleaning up the cemetery is progressing

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.
- Installation of more garden beds

Fleet Services

Workshop

Current Business

- 17 Jobs were completed for the month of September this included services and repair work
- 4 Vehicles and plant equipment received their annual scheduled services including 1 major service
- Fit emergency alert button to 2 x fleet vehicles
- Fit Tray, GPS trackers and UHF to new utes
- Remove animal control canopy from old ute and fit to new vehicle
- Replaced faulty batteries on GPS trackers
- Replaced starter motor on zero turn mower
- Replaced ignition barrel on Slasher
- Replaced hydraulic hoses on Garbage dump Bobcat bucket
- Delivery of two new utes for operations department

Issues

Nil

Damage Report

Nil

Workplace Health & Safety Incidents

Nil

Training Updates

Road and pavement assessment Training for Managers

Next Month's Business Plans

- Continuation of normal workshop work
- Tenders will be evaluated, and purchases made
- Implement Pre-start procedures at start of working week
- Fitment of emergency GPS alert buttons to fleet vehicles

Other Information

By Sebastian Mearns

Environmental health / Animal Control

Animal Management *Refer to slide 2 of PP*

- **Regular and Ongoing monitoring and surveillance around community,** investigating complaints, impounding wandering dogs, surrenders & rehoming's, administering treatments and providing education and advice.
- Council currently has no infringement processes or costs involved in the enforcement of non-compliances, The EH/AMW Team currently working on Animal management procedures and non-compliance items.
    - Impounding of Animals (dogs and cats) has been recommenced and is ongoing to comply with legislative requirements
- **Data tables (As at 8th of October 2026)**
    - **Desexing Rates** 370 out of 640, or 57% of registered domestic animals (Dogs & Cats) in Cherbourg are desexed. *AMRRIC Target 70% (Dogs), 90% (Cats)*
    - **AMRRIC App Data (AMRRIC App Data)**
    - **Desesxing rates** and treatment data is extracted from AMRRIC App, animal management tool
- **Complaints** – 0 complaint's complaints were investigated in September.
    - 2 Open – Menacing or threatening dog/s

- **Complaints Management workshop to be conducted in October** Review of complaints management forms and processes to include all Environmental Health and operational matters

- **Regulated Dog/s – There are two regulated dogs in Cherbourg**
  - *In Queensland, a regulated dog is any canine classified under the Animal Management (Cats and Dogs) Act 2008 as a dangerous dog, a menacing dog, or a restricted breed. Local councils place strict rules on these dogs to protect the public, requiring specific collars, secure enclosures, and muzzles.*
- **Commenced planning for Annual Visiting Vet**

Waste, Recycling, Illegal Dumping *Refer to slide 3-4 of PP*

- **Recycling** Data table/s
  - **164 Recycle bins** were collected in September, **164 residents** recycled at least once and Businesses recycled 17 times.
- **Waste Collection**
  - It is the tenant's responsibility to place waste bins n the kerb correctly, on the correct right day
  - Waste collection schedule inconsistent. Council and staff should lead by example
  - Waste Collection days (notice attached)

- **Illegal Dumping**
  - Regular and Ongoing monitoring and surveillance around Cherbourg dumping hotspots, investigations, providing education and advice and issuing notices and warnings.
  - **Fighting Illegal Dumping Partnership Program (FIDPP) -** Table outlines monthly reporting through the FIDPP SharePoint site.
  - The monthly reports include useful information on the number of incidents reported, no. of pins or warnings issued, volume of waste reported and removed and who by.
  - The SharePoint site also enables Illegal Dumping officers to access resources, notices and penalties information, Trash Talk information sheets, and a calendar outlining upcoming Waste Partnerships Team locations and activities.

Water & Wastewater *Refer to slide 5-7 of PP*

- Weekly & Monthly Drinking water monitoring & verification sampling – Ongoing
  - Open Incident, THMs -Weekly THM Sampling ongoing
- ALL DRINKING WATER samples were compliant in the month of September
- **Wastewater sampling program**
  - Commenced in August, ongoing in September and October
  - DETSI & DDPHU provided support and assistance to formalise wastewater sampling program, compliance requirements and laboratory services, ongoing.
- **Viridis Consultants Service Contract**
  - Monthly performance reports that help track, summarise and review the Water Treatment Plant Critical Control Points (CCP) performance and verification monitoring undertaken in the network by CASC.

- Attached graphs suggests stable treatment performance and overall compliance in our WTP and reticulation system.

Food Safety *Refer to slide 6 of PowerPoint*

- **Current No. of Food Business – 5** (3 Fixed - 3 Unlicensed, 1 Temporary – Unlicensed, 1 Mobile – Current license with SBRC)
- **Licence renewals for 2026/27 sent to #1 & #3 food businesses in June**
- **Food safety training to be organised for CASC Staff, volunteers and home cooks – Date TBA**

1. **Ny Ku Byun Elders Village – Current Licence FL2026_03**
   a) Inspection TBA 2026
2. **Café @ 25 Barambah Avenue – Currently Vacant**
   a) Council currently taking EOI for new business
3. **Gundoo Early Learning Centre – Unlicensed**
   a) Inspection TBA 2026
4. **Cherbourg Hornets Junior Rugby League Corporation – Unlicensed**
   a) Contact to be made to provide education and training opportunities for staff and volunteers, and to discuss a temporary food licence
5. **Road Roaster Coffee Van – Current Licence 2026/27 (SBRC)**
   a) Business ongoing in Cherbourg in 2026

- DDPHU and EHW to conduct Food Safety Inspections in October 2026

Water & Sewerage

Water & Wastewater monthly report for September 2026.

Daily) – grab water samples taken from different locations throughout community to monitor water purity, to ensure Cherbourg Aboriginal Shire Council is complying with their obligation to comply with state legislation and national drinking water guidelines

Ongoing 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.

- Daily Checks on all wastewater pump station.
- Weekly jar testing (coagulant optimization) to cope with the release of water from Bjelke Peterson Dam into Barambah Creek 'Cherbourg Aboriginal Shire, Raw water supply'.
- Distribution system and eliminate buildup of turbidity.
- Water truck deliveries to rural households on Cherbourg and Borchert's Hill roads

- Ensure quality of drinking water to residents is of a high standard.
- Clarifier test samples, taken daily for turbidity and PH, ongoing.
- Color testing and Turbidity testing (on all media and carbon filters) daily as part of daily operations.
- Daily inspection of Bert Button Look out, reservoir levels.
- Daily inspection of WTP, sand filters, Charcoal filters, Clarifier, Chorine gas dosing equipment, blower, backwash pumps, Bert Button Look out transfer pumps

Incidents:

- Sewage blockage removed at Barber and Bell Street intersection. Sewer line is function normally.
- Plumbing repairs on the southern side of the Cherbourg cemetery are now complete and water leaks have been resolved.

Current Qualifications:

- Certificate III in Water Industry Operations - (2 qualified in Water Operations)
- Certificate IV Water Industry Operations – (2 Water Operators have completed Cert IV)
- 2 employees are currently undertaking traineeships provided by Enviro Check Australia Pty. Training once completed will provide Staff with a certificate Level 3 in the Water Industry.
- Continuous training and development to ensure operators and trainees meet compliance, safety, and operational standards.

General:

- All 7 Effluent ponds are in working condition with no blockages.
- Inspection, spraying slashing and whipper snipping of sewer ponds from Pond 1 through to Pond 7 are ongoing'.
- WWTP and WTP mowed, whipper snipped and sprayed)
- Centre Pivot. (irrigation) monitored daily and is in a working condition.

Inspection & spraying ongoing.

- Jar Testing is being conducted weekly.
- WTP Clarifier emptied and cleaned.
- Flushing of all Community main water lines to ensure disinfection of town water
- All sewer pumps stations are monitored daily and are in working condition.
- Cherbourg WTP. Regulator Inspection and Repairs.

Community Services Report

FINANCE MANAGER REPORT AS AT 30 SEP 2026

Cherbourg Aboriginal Shire Council
Operating Actual Vs Budget
FY 2026-2027

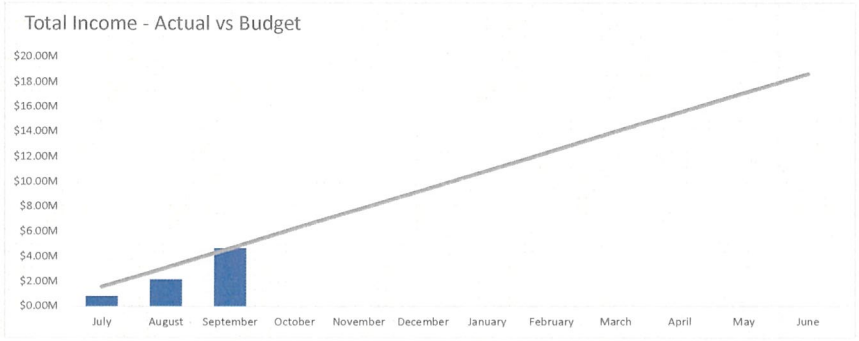
September

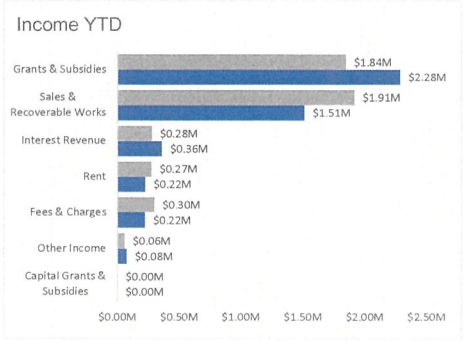
YTD Operating Income		
Actual	Variance	
$4.67M	$0.02M	▲0.4%

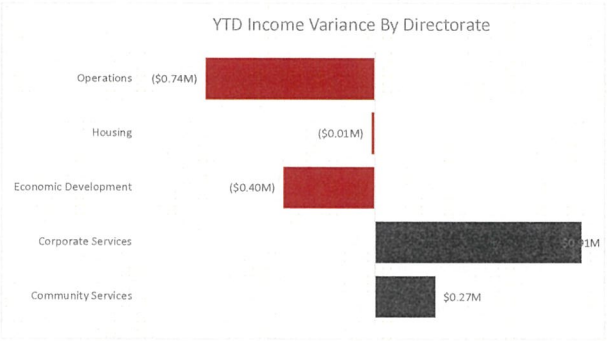
YTD Operating Expenditure		
Actual	Variance	
$4.25M	$2.55M	▼60.0%

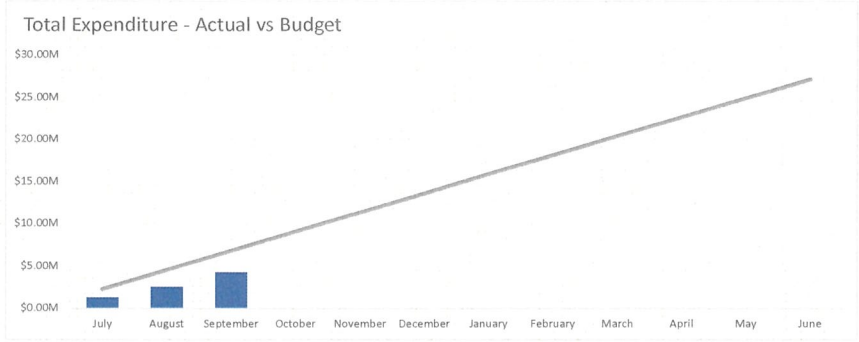
Budget Actual
Positive Variance Negative Variance

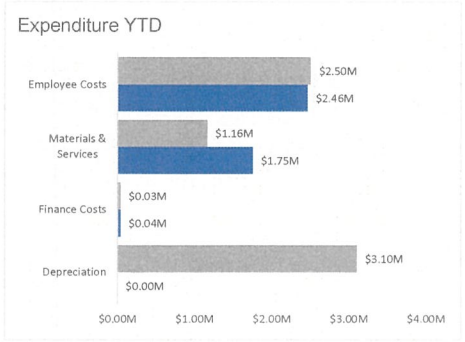
Operating Surplus Ratio
9.15%

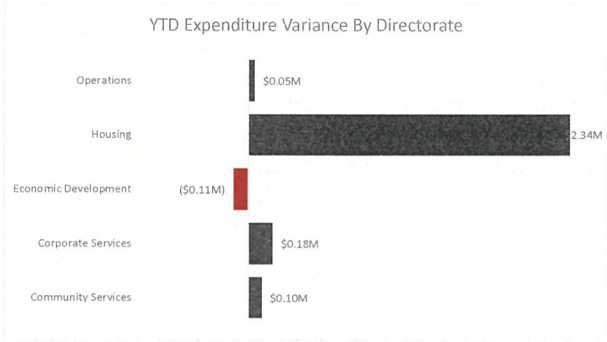














Cherbourg Aboriginal Shire Council
Financial Position
FY 2026-2027

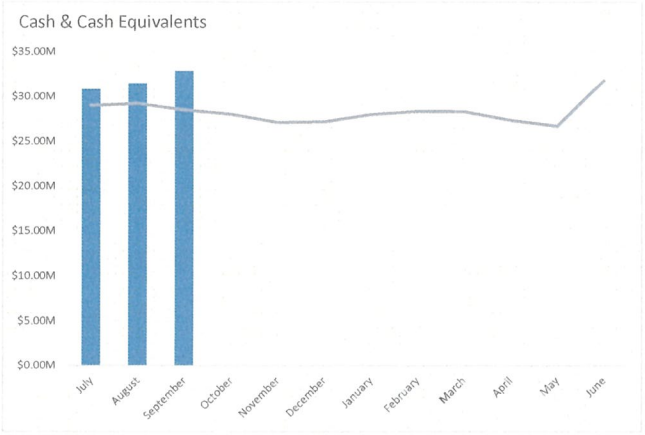
September

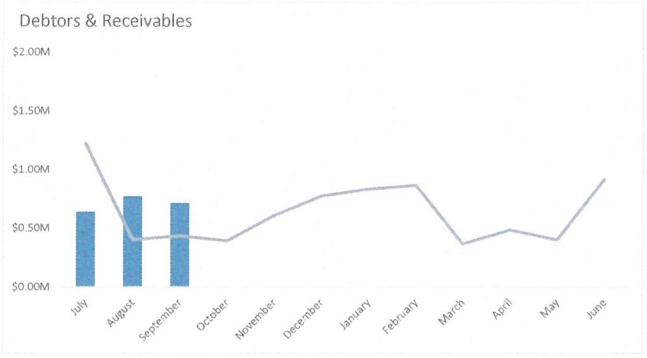
YTD Assets	
Current	Non-Current
$34.85M	$220.21M

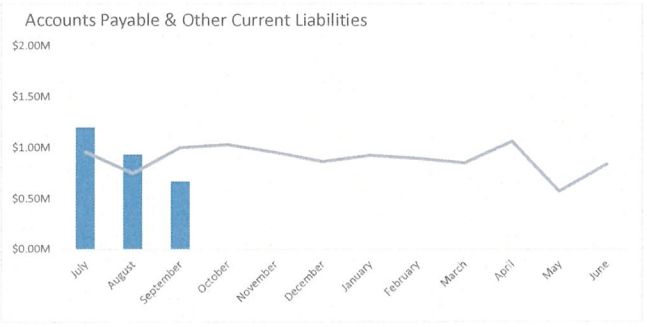
YTD Liabilities	
Current	Non-Current
$21.37M	$3.67M

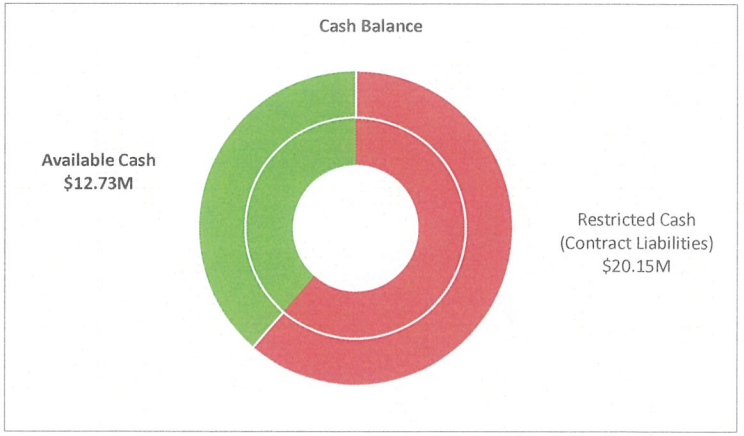
■ Actual — Prior Year
▼ Decrease ▲ Increase

Net Financial Asset/Liability Ratio
-210%









Rent Debtors

Number of Rent Debtors	Average $ Outstanding	Total $ Outstanding
354 ▼	$4,231 ▲	$1,497,723 ▼



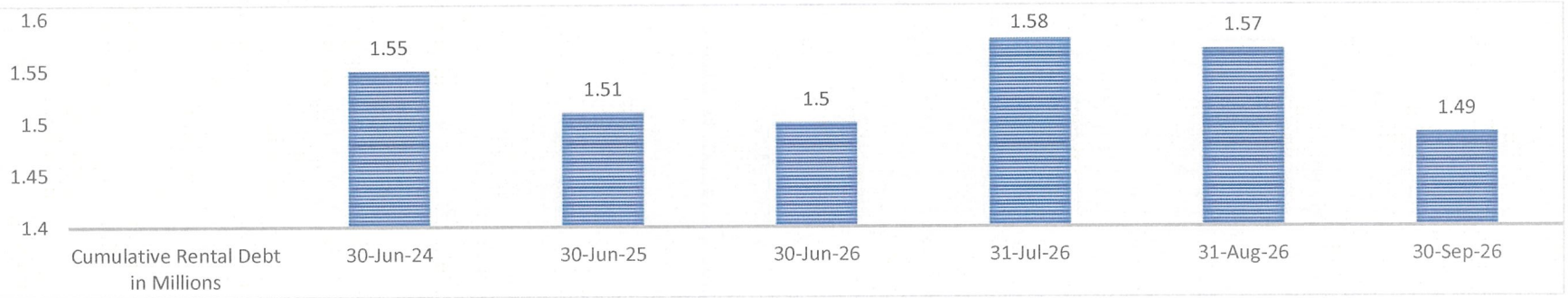


Current Assets	
Cash & Cash Equivalents	$32.88M
Contract Assets	$0.73M
Trade & Other Receivables	$0.72M
Inventories	$0.32M
Biological Assets	$0.21M
Total Current Assets	**$34.85M**
Non-Current Assets	
Buildings	$34.18M
Furniture & Fittings	$0.00M
Houses	$130.42M
Infrastructure	$43.53M
Land	$2.39M
Motor Vehicles	$1.53M
Plant & Equipment	$5.47M
Work in Progress	$2.69M
Total Non-Current Assets	**$220.21M**
Total Assets	**$255.07M**
Current Liabilities	
Contract Liabilities	$20.15M
Trade & Other Payables	$0.67M
Current Provisions	$0.55M
Total Current Liabilities	**$21.37M**
Non-Current Liabilities	
Contract Liabilities	$0.00M
Non-Current Provisions	$3.22M
Trade & Other Payables	$0.45M
Total Non-Current Liabilities	**$3.67M**
Total Liabilities	**$25.03M**
Equity	
Retained Surplus	$83.06M
Asset Revalaution Surplus	$146.97M
Total Equity	**$230.03M**
Total Liabilities & Equity	**$255.07M**

Closing Balance Period 1	Column Labels		
Project	Contract Asset	Contract Liability	Grand Total
DRFA Flood Warning Systems	10,603.60		10,603.60
Cherbourg Industrial Site Upgrade - REEF		-1,477,036.77	-1,477,036.77
W4Q 2024-27-		-457,732.31	-457,732.31
FY 2024-25 First Start Program (DETE)		-17,500.00	-17,500.00
53 LOT Residental subdivision		-7,513,429.99	-7,513,429.99
SHAP PROGRAM - NEW HOUSING		-2,950,177.58	-2,950,177.58
QUICK START SCHEDULE 1		-1,825,935.57	-1,825,935.57
Disaster Management Environmental Data Solution-IDF	80,790.74		80,790.74
Queensland Resilience and Risk Reduction Fund (QRRRF)	5,710.04		5,710.04
FY 2025-26 First Start Program (DETE)		-34,270.52	-34,270.52
LGGSP Street Light Program	285,132.41		285,132.41
Cherbourg Brew Futures		-50,000.00	-50,000.00
TMR CRC PROGRAM	115,397.90		115,397.90
FCP Variation- 2A , 2B & 4 ALAN Construction of new Houses		-1,745,043.10	-1,745,043.10
New Housing- Remote Capital Program - site preparation	236,371.57		236,371.57
Schedule7-3A, 3B Fisher ,25 Bro 9Bel		-811,891.91	-811,891.91
Resource Recovery Boost Fund		-3,266,931.20	-3,266,931.20
Grand Total	**734,006.26**	**-20,149,948.95**	**-19,415,942.69**

Whole Of Council

	September				Year to Date					Full Year
	Actual	Budget	$ Variance	% Variance	Actual	Budget	$ Variance	% Variance	Traffic Light	Budget
Grants & Subsidies	$ 1,737,061	$ 614,417	$ 1,122,644	182.72%	$ 2,284,021	$ 1,843,251	$ 440,770	23.91%	!	$ 7,372,990
Fees & Charges	$ 138,289	$ 98,807	$ 39,482	39.96%	$ 221,076	$ 296,421	$ (75,345)	-25.42%	✗	$ 1,185,686
Sales & Recoverable Works	$ 504,744	$ 637,539	$ (132,795)	-20.83%	$ 1,510,677	$ 1,912,617	$ (401,940)	-21.02%	✗	$ 7,650,468
Interest Revenue	$ 122,049	$ 91,667	$ 30,382	33.14%	$ 358,690	$ 275,001	$ 83,689	30.43%	!	$ 1,100,000
Rent	$ (4,242)	$ 90,804	$ (95,046)	-104.67%	$ 224,244	$ 272,412	$ (48,168)	-17.68%	✗	$ 1,089,639
Other Income	$ 21,902	$ 18,826	$ 3,076	16.34%	$ 75,124	$ 56,478	$ 18,646	33.01%	!	$ 225,909
Total Income	**$ 2,519,803**	**$ 1,552,060**	**$ 967,743**	**62.35%**	**$ 4,673,833**	**$ 4,656,180**	**$ 17,653**	**0.38%**		**$ 18,624,692**
Employee Costs	$ 774,072	$ 833,200	$ (59,128)	-7.10%	$ 2,458,788	$ 2,499,600	$ (40,812)	-1.63%	✓	$ 9,998,375
Materials & Services	$ 921,433	$ 386,308	$ 535,125	138.52%	$ 1,752,091	$ 1,158,924	$ 593,167	51.18%	✗	$ 4,635,653
Depreciation	$ -	$ 1,033,721	$ (1,033,721)	-100.00%	$ -	$ 3,101,163	$ (3,101,163)	-100.00%	✗	$ 12,404,632
Finance Costs	$ 22,813	$ 11,651	$ 11,162	95.80%	$ 35,174	$ 34,953	$ 221	0.63%	✓	$ 139,814
Total Expenditure	**$ 1,718,318**	**$ 2,264,880**	**$ (546,562)**	**-24.13%**	**$ 4,246,052**	**$ 6,794,640**	**$ (2,548,588)**	**-37.51%**		**$ 27,178,474**
Net Surplus/(Deficit)	**$ 801,485**	**$ (712,820)**	**$ 1,514,305**	**-212.44%**	**$ 427,780**	**$ (2,138,460)**	**$ 2,566,240**	**-120.00%**		**$ (8,553,782)**


1.6
1.55
1.5
1.45
1.4
1.55
1.51
1.5
1.58
1.57
1.49
Cumulative Rental Debt in Millions
30-Jun-24
30-Jun-25
30-Jun-26
31-Jul-26
31-Aug-26
30-Sep-26

Cherbourg Aboriginal Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2026



Cherbourg Aboriginal Shire Council

General Purpose Financial Statements

for the year ended 30 June 2026

Contents Page

Primary Financial Statements

Statement of Comprehensive Income 2
Statement of Financial Position 3
Statement of Changes in Equity 4
Statement of Cash Flows 5

Notes to the Financial Statements

1 Information about these financial statements 6
2 Analysis of results by function 7
3 Revenue 9
4 Capital income 11
5 Employee and councillor costs 11
6 Materials and services 12
7 Finance costs 12
8 Capital expenses 12
9 Cash, cash equivalents and financial assets 13
10 Receivables 14
11 Property, plant and equipment 15
12 Contract balances 21
13 Leases 21
14 Payables 22
15 Provisions 23
16 Asset revaluation surplus 24
17 Contingent liabilities 25
18 Reconciliation of Operating Result 25
19 Events after the reporting period 26
20 Financial instruments and financial risk management 26
21 Transactions with related parties 27

Management Certificate **29**

Independent Auditor's Report (General Purpose Financial Statements) **30**

Current Year Financial Sustainability Statement **31**

Certificate of Accuracy (audited ratios) 33
Independent Auditor's Report - Current Year Financial Sustainability Statement 34
Certificate of Accuracy (contextual ratios - unaudited) 36

Unaudited Long Term Financial Sustainability Statement **37**

Certificate of Accuracy - Long Term Financial Sustainability Statement 40

Cherbourg Aboriginal Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2026

	Notes	2026 $	2025 $
Income			
Recurrent revenue			
Fees and charges	3a	1,118,396	926,077
Sales revenue	3b	7,445,813	9,387,515
Grants, subsidies and contributions	3c	8,413,694	8,779,260
Total recurrent revenue		16,977,903	19,092,852
Rental income	13	1,085,170	1,062,552
Interest received		1,097,676	553,906
Other income		293,852	255,684
Total operating revenue		19,454,601	20,964,994
Capital income			
Grants, subsidies and contributions	3c	6,736,297	5,131,709
Capital income	4	165,540	11,335
Total capital income		6,901,837	5,143,044
Total income		26,356,438	26,108,038
Expenses			
Recurrent expenses			
Employee and councillor costs	5	8,672,712	8,043,905
Materials and services	6	5,939,206	6,786,235
Finance costs	7	135,907	132,152
Depreciation of property, plant and equipment	11	12,288,204	11,445,128
Total recurrent expenses		27,036,029	26,407,420
Other expenses			
Capital Expenses	8	5,507,615	413,123
Total other expenses		5,507,615	413,123
Total expenses		32,543,644	26,820,543
Net result		(6,187,206)	(712,505)
Other comprehensive income			
Amounts which will not be reclassified subsequently to the operating result			
Increase in asset revaluation surplus	11	11,979,830	7,214,178
Total other comprehensive income for the year		11,979,830	7,214,178
Total comprehensive income for the year		5,792,624	6,501,673

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

Cherbourg Aboriginal Shire Council

Statement of Financial Position

as at 30 June 2026

	Notes	2026 $	2025 $
Assets			
Current assets			
Cash and cash equivalents	9	31,786,990	28,778,046
Receivables	10	1,158,598	1,446,581
Inventories		317,894	268,893
Contract assets	12	969,463	590,340
Other financial assets		205,100	141,025
Total current assets		34,438,045	31,224,885
Non-current assets			
Property, plant and equipment	11	219,053,245	216,205,068
Total non-current assets		219,053,245	216,205,068
Total assets		253,491,290	247,429,953
Liabilities			
Current liabilities			
Payables	14	1,027,370	1,880,058
Contract liabilities	12	18,629,317	14,188,242
Provisions	15	1,016,561	952,642
Total current liabilities		20,673,248	17,020,942
Non-current liabilities			
Payables	14	450,273	472,091
Contract liabilities	12	–	3,380,000
Provisions	15	3,186,568	3,168,343
Total non-current liabilities		3,636,841	7,020,434
Total liabilities		24,310,089	24,041,376
Net community assets		229,181,201	223,388,577
Community equity			
Asset revaluation surplus	16	146,555,402	134,575,572
Retained surplus		82,625,799	88,813,005
Total community equity		229,181,201	223,388,577

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

Cherbourg Aboriginal Shire Council

Statement of Changes in Equity

for the year ended 30 June 2026

	Notes	Asset revaluation surplus $	Retained surplus $	Total equity $
Balance as at 1 July 2025		134,575,572	88,813,005	223,388,577
Net result		–	(6,187,206)	(6,187,206)
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	16	11,979,830	–	11,979,830
Other comprehensive income		11,979,830	–	11,979,830
Total comprehensive income for the year		11,979,830	(6,187,206)	5,792,624
Balance as at 30 June 2026		146,555,402	82,625,799	229,181,201
Balance as at 1 July 2024		127,361,394	89,525,510	216,886,904
Net result		–	(712,505)	(712,505)
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	16	7,214,178	–	7,214,178
Other comprehensive income		7,214,178	–	7,214,178
Total comprehensive income for the year		7,214,178	(712,505)	6,501,673
Balance as at 30 June 2025		134,575,572	88,813,005	223,388,577

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

Cherbourg Aboriginal Shire Council

Statement of Cash Flows

for the year ended 30 June 2026

	Notes	2026 $	2025 $
Cash flows from operating activities			
Receipts from customers		11,564,643	11,482,647
Payments to suppliers and employees		(17,834,196)	(14,389,797)
		(6,269,553)	(2,907,150)
Receipts			
Interest received		1,097,676	553,906
Rental income		1,085,170	1,062,552
Non capital grants and contributions		8,413,694	8,721,760
Payments			
Finance costs		(7,357)	(7,881)
Other		(12,998)	(236,808)
Net cash inflow/(outflow) from operating activities	18	4,306,632	7,186,379
Cash flows from investing activities			
Receipts			
Proceeds from sale of property, plant and equipment		29,070	57,907
Grants, subsidies, contributions and donations		7,366,478	20,926,085
Payments			
Payments for property, plant and equipment		(8,693,236)	(6,901,884)
Net cash inflow/(outflow) from investing activities		(1,297,688)	14,082,108
Net increase/(decrease) in cash and cash equivalents held		3,008,944	21,268,487
Cash and cash equivalents at the beginning of the financial year		28,778,046	7,509,559
Cash and cash equivalents at the end of the financial year	9	31,786,990	28,778,046

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

Notes to the Financial Statements
for the year ended 30 June 2026

Note 8. Capital expenses (continued)

	Notes	2026 $	2025 $
(b) Provision for restoration of land			
Discount rate adjustment to refuse restoration provision	15	–	9,899
		–	9,899
Total capital expenses		5,507,615	413,123

Note 9. Cash, cash equivalents and financial assets

	2026 $	2025 $
Cash and cash equivalents		
Cash at bank and on hand	31,786,990	28,778,046
Balance per Statement of Financial Position	31,786,990	28,778,046
Balance per Statement of Cash Flows	31,786,990	28,778,046
Unrestricted cash		
Cash and cash equivalents	31,786,990	28,778,046
Less: externally imposed restrictions on cash	(18,629,317)	(17,568,242)
Unrestricted cash	13,157,673	11,209,804
(i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:		
Unspent government grants and subsidies	18,629,317	17,568,242
Total externally imposed restrictions on cash assets	18,629,317	17,568,242

Cash and deposits at call are held in the Westpac Bank in normal term deposits and business cheque accounts.

Cherbourg Aboriginal Shire Council

Current Year Financial Sustainability Statement

		Target Tier 8	Actual 2026	5 Yr Av. 2022-26
Audited ratios				
Council's performance at 30 June 2026 against key financial ratios and targets.				
Liquidity				
1. Unrestricted cash expense coverage ratio				
Total cash and equivalents add current investments add available ongoing QTC working capital limit less externally restricted cash / Total operating expenditure less depreciation and amortisation less finance costs	x 12	> 4 months	**10.7 months**	**7.1 months**

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.

Council's unrestricted cash expense coverage ratio increased from 9 months in 2024-25 to 10.7 months in 2025/26, demonstrating a strong capacity to meet ongoing opearting commitnents from available unrestricted cash. The five-year average of 7.1 months indicates that Council has maintained a sound liquidity position over the medium term.

Operating performance			
2. Operating surplus ratio			
Operating result / Total operating revenue	Contextual	**(38.97)%**	**(41.59)%**

The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.

The Operating surplus ratio is neagtive at 38.97%. The increased operating deficit is primarily driven by higher depreciation expense, which council can not fully cover through its own source revenue. As a result, Council relies on capital grants to fund its capital program. Council recognises the need to enhance its revenue- generating capacity from its own operations and to manage expenditure levels appropriately in the short term.

3. Operating cash ratio			
Operating result add depreciation and amortisation add finance costs / Total operating revenue	>0%	**24.19%**	**14.82%**

The operating cash ratio is a measure of council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.

Council's operating cash ratio for 2025-26 is 24.19%, reflecting a positive operating cash position. The result was primarily driven by an increase in Commonwealth Federal Assistance Grants and Council's self-generated revenue, including Containers for Change, Q Build responsive and upgrade program revenue and tenancy rental income.

Asset management			
4. Asset sustainability ratio			
Capital expenditure on replacement of infrastructure assets (renewals) / Depreciation expenditure on infrastructure assets	>90%	**14.01%**	**20.14%**

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.

continued on next page ...

	Target Tier 8	Actual 2026	5 Yr Av. 2022-26

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.

Council has not met the benchmark recommended in respect to assets sustainability ratio. The Council is unable to fund the required level of annual infrastructure renewal program from its own sources, particularly concerning housing and building assets. Meeting this ratio in the future depends on the ability of Council to continue to attract capital grant revenue.

5. Asset consumption ratio

Written down replacement cost of depreciable infrastructure assets / Current replacement cost of depreciable infrastructure assets	>60%	**58.89%**	**64.81%**

The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.

Council's asset consumption ratio for 2025/26 was 58.89%, slightly below the target of grater than 60%. The five year average is 64.81%.

The declining asset consumption ratio indicates gradual asset ageing over time. This trend reinforces the need for timely asset renewals to maintain Council's infrastructure at appropriate service levels.

Note 1 - basis of preparation

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the 5 reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2026.

COMMUNITY SERVICES DEPARTMENT

September - October 2026

REPORT



Edwina Stewart, Community Services Manager

Community Services

Governance, Community Engagement and Events Update

- We have **almost completed all end-of-year acquittals**, ensuring funding and reporting obligations remain up to date.
- We are currently undertaking evaluations of both the **Syntropic Farm Project** and the **NIAA-funded projects** to assess outcomes, identify learnings, and guide future program development.
- We successfully delivered the **RUOK? Community March** and celebrated the official opening of the **Jundah Gym**, both of which were well attended and positively received by the community.
- Due to limited funding availability this year, combined with staff burnout, we have decided not to hold the Golden Oldies Event but focus on securing additional funding opportunities and establishing a dedicated working group to coordinate the event in the next financial year.

Christmas Fair Update

Planning for the **Christmas Fair** is now largely complete. The event will be held on **17 December**, commencing at **3:00 pm** and concluding at approximately **7:00 pm** with a fireworks display.

Highlights of the event include:

- Five amusement rides for local children.
- Free access to all rides for children attending the event.
- A variety of food trucks offering traditional show-style food for sale to the community.
- A fireworks display to conclude the evening's celebrations.

We are extremely grateful to **CTC** for their generous donation of **$10,000**, which has enabled us to provide the rides free of charge and ensure the event is accessible and enjoyable for local families.

Cherbourg Sports Complex

The School Holiday Program was successfully delivered, providing engaging activities and positive experiences for local young people. To further strengthen community recreation services, we will soon commence interviews for a Sports Complex Manager who will oversee the management and ongoing development of the sports complex and its programs.

Indigenous Knowledge Centre

Overall operations continue as usual. Total attendance for the month was **51 community members**.

Computer Usage

- Community members accessed and used laptops for various purposes.
- Printing services were utilised throughout the month.

Meetings and Workshops

- A community farming meeting was held at the IKC.

Programs

- **First 5 Forever** sessions continued every Wednesday.
- The **After School Program** engaged children in digital art activities using iPads to create drawings and artwork.
- Participants also enjoyed recreational activities, including Xbox gaming.

Other Activities

- The IKC hosted a student placement from **St Mary's** before the school holidays.
- IKC staff participated in a community health function, providing activities and support for attendees.

Upcoming Events at IKC

- **STAY Program** sessions every Thursday.
- **Ergon Champion Training**.
- **Centrelink Workshop**.

The IKC maintained steady operations throughout the month, supporting community members with technology access, educational programs, recreational activities, and community engagement opportunities. Preparations are also underway for several upcoming workshops and training sessions aimed at further supporting the community.

Indigenous Youth Connection to Culture (YAG)

Secured a mowing and yard maintenance contract with Nurunderi TAFE, creating valuable employment and skills development opportunities.

Successfully harvested carrots and cabbages from the community garden program.

Additional crops, including carrots, onions, and tomatoes, will be ready for harvest soon.

The poultry project continues to progress well, with egg production expected to commence in approximately four weeks.

The YAG girls are actively restocking the community shop and are working towards delivering gift-making workshops, building both practical skills and enterprise opportunities.

We are continuing to seek $65,000 in funding to fully outfit the mobile coffee van, which will provide sustainable employment, training, and work-readiness opportunities for local young people.

Cherbourg Radio Station 4UM Usmob

Radio / Technical Upgrades

Radio technical operations remained generally stable throughout the month, with only minor on-air issues experienced. These included occasional instances of news content failing to load and the Simian broadcasting system freezing. These technical issues continue to be monitored and addressed as they arise to minimise disruption to broadcasting services.

To support recent office improvements, an electrician will be engaged in the coming weeks to install additional power points and Ethernet ports for the new staff office workstations.

General Operations

Cherbourg Radio continued to maintain regular broadcasting and daily operations throughout the reporting period. The station delivered a mix of local news, community information, music programming, interviews, sport coverage, and community announcements.

Community engagement remained strong, with staff covering local events across radio broadcasts and social media platforms. Programming schedules and staff rosters were adjusted as required to meet operational needs, while the station continued to expand and strengthen its digital and multimedia content alongside traditional broadcasting services.

Sponsorship

No new local sponsorship was secured during this reporting period. However, existing **Spots & Space** advertising bookings have continued as scheduled and remain an important source of ongoing support for station operations.

Summary

Cherbourg Radio has continued to operate effectively, maintaining consistent broadcasting services and strong community engagement. Technical systems remain stable with only minor issues reported, and plans are underway to improve workplace infrastructure further. The station remains focused on delivering quality local content while expanding its digital presence and community reach.

This ends my report for September - October 2026

Edwina Stewart

Community Services Manager