Cherbourg Aboriginal Shire Council

Working Papers

For Council Meeting

Held On

19 November 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 15 October 2026

MINUTES

COUNCIL MEETING

HELD ON 15 OCTOBER 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

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 15 October 2026 due to parenting duties.

Resolution

That Council approves a leave of absence from the Council Meeting held on 15 October 2026 due to parenting duties.

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

Motion No. 3171 Carried
For Vote: Council Voted Unanimously

Councillor Obligations

Nil

Minute Approval

That Council resolves to confirm the minutes of the Council Meeting held on 17 September 2026.

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

Motion No. 3172 Carried
For Vote: Council Voted Unanimously

MAYORS REPORT

Mayor presented his Report.

Truth Telling Summit

Resolution

That Council resolve proceed with the Truth Telling Summit.

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

Motion No. 3173 Carried
For Vote: Council Voted Unanimously

Report Approval

That Council resolves to adopt the Mayors Report.

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

Motion No. 3174 Carried
For Vote: Council Voted Unanimously

CHIEF EXECUTUVE OFFICER

CEO presented his report

2025/2026 External Audit Closing Report:

Approval sought for the 2025/2026 External Audit Closing Report:

Resolution

That Council resolves to;

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.***

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

Motion No. 3175 Carried
For Vote: Council Voted Unanimously

Council Audit and Risk Committee - September 2026

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

Resolution

That Council receives and notes the minutes of the Audit and Risk Committee meeting held on 24 September 2026.

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

Motion No. 3176 Carried
For Vote: Council Voted Unanimously

Wide Bay Burnett Regional Plan - Cherbourg Council Submission

Endorsement is sought for the Wide Bay Burnett Regional Plan - 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 investmz2qaent priorities.

Resolution

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.

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

Motion No. 3177 Carried
For Vote: Council Voted Unanimously

Culturally Informed Fire and Flood Preparedness Products

Council's endorsement is sought for five Culturally Informed Disaster Preparedness and Emergency (CIDPE) products developed in consultation with Council to strengthen community preparedness for fire and flood events. The products incorporate local cultural knowledge, Elders' observations of Country, emergency preparedness guidance and community mapping.

Resolution

That Council resolves to:

1. ***Endorse the five CIDPE fire and flood preparedness products, subject to final review and any necessary amendments.***

2. ***Authorise the Chief Executive Officer to coordinate with the project team to finalise the products.***

3. ***Support the inclusion of the finalised products as annexures to Council's Local Disaster Management Plan, subject to all required approval processes.***

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

Motion No. 3178 Carried
For Vote: Council Voted Unanimously

Operational Plan 2026/2027 - Quarter 1 Report to Council :

During the first quarter of the 2026/2027 financial year, Council progressed the priorities outlined in its Operational Plan. Key areas of focus included maintaining essential community services, strengthening organisational capability, and advancing priority infrastructure and economic development projects.

Delivery of these priorities continued through collaboration among the Mayor, Councillors, the Executive Leadership Team (ELT), government agencies, neighbouring councils and community stakeholders, with a shared focus on achieving outcomes that respond to the needs and aspirations of the Cherbourg community.

Resolution

That Council resolves to:

1. ***Receive and note the Chief Executive Officer's Quarter 1 Report on the 2026/2027 Operational Plan for the period 1 July to 30 September 2026.***

2. ***Note the reported progress against Operational Plan priorities, including project status updates and matters requiring further attention.***

3. ***Request that the Chief Executive Officer and Executive Leadership Team continue to monitor implementation and report further progress in the next quarterly report.***

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

Motion No. 3179 Carried
For Vote: Council Voted Unanimously

Report Approval

That Council resolves to adopt the Chief Executive Officer's Report.

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

Motion No. 3180 Carried
For Vote: Council Voted Unanimously

CORPORATE SERVICES

Corporate Services Manager Presented his Report

Report Approval

Council resolves to adopt the Corporate Services Report

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

Motion No. 3181 Carried
For Vote: Council Voted Unanimously

Project Cherbourg Aboriginal Shire Council- ERP Implementation Report

This report has been submitted for council consideration.

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 :

1. *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.*
2. *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.*

Resolution

That Council resolves to transition from Westpac Business Banking to Westpac Corporate Online Banking to enable bank statement processing in Altitude.

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

Motion No. 3182 Carried
For Vote: Council Voted Unanimously

Report Approval

That Council receive the ERP Implementation Report and formally note that Progress and Risks have been discussed and documented.

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

Motion No. 3183 Carried
For Vote: Council Voted Unanimously

Finance Report

Finance Officer presented his Report

Report Approval

Council resolves to adopt the Finance Report

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

Motion No. 3184 Carried
For Vote: Council Voted Unanimously

HR & Workplace Health & Safety Report

Council considered the following two draft policies:

- *Higher Duties Policy*
- *Appointment & Recruitment Policy*

Following deliberation, Council:

- *requested that the Higher Duties Policy be reviewed and resubmitted for consideration; and*
- *endorsed the Appointment & Recruitment Policy.*

Resolution

That Council resolves to endorse the Cherbourg Aboriginal Shire Council Appointment & Recruitment Policy.

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

Motion No. 3185 Carried
For Vote: Council Voted Unanimously

Christmas Closure Dates

Council considered the following Christmas closure arrangements:

Closure commences: ***12.00 pm on Thursday, 24 December 2026.***
Council reopens: ***Monday, 4 January 2027.***

Resolution

That Council resolves to close its offices for the Christmas period from

12.00 pm on Thursday, 24 December 2026
Reopens on Monday, 4 January 2027

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

Motion No.3186 Carried
For Vote: Council Voted Unanimously

Red Earth – Leadership Training

Red Earth is offering leadership training, which will be advertised.

Report Approval

Council resolves to adopt the HR & Workplace Health & Safety Report.

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

Motion No. 3187 Carried
For Vote: Council Voted Unanimously

OPERATIONS Dept DEPARTMENT

The Operations Dept Manager Presented his Report

Report Approval

Council resolves to adopt the Operation's Dept Report

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

Motion No.3188 Carried
For Vote: Council Voted Unanimously

COMMUNITY SERVICES

Community Services Manager Presented her Report.

Report Approval

Council resolves to adopt the Community Services Report.

Moved: Deputy Mayor Gordon Wragge
Seconded: Cr Tom Langton

Motion No. 3189 Carried
For Vote: Council Voted Unanimously

12.00pm meeting adjourned for lunch
1.07pm meeting recommenced

Building Report

SHAP Funding Schedule 3 Concept Designs

Endorsement is sought for the Concept level designs that 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.

- *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*

Resolution

That Council resolves to:

- ***Endorse the seven concept designs under Funding Schedule 3, incorporating the Cherbourg Built Form Design Principles as applicable to each individual site.***

Moved: Cr Tom Langton
Seconded: Cr Daniel Weazel

Motion No. 3190 Carried
For Vote: Council Voted Unanimously

3. Fisher St Subdivision – Option D change application

Council has granted preliminary development approval for a 53-lot subdivision at the Fisher Street site (DA2026-029), based on the Option C design. Community engagement undertaken during the development of the Cherbourg Built Form Design Principles, and their application to the proposed subdivision, informed the preparation of an Option D layout comprising the same number of lots within the existing development envelope. The revised layout requires a change application under the Planning Act 2016 (Qld).

The change application and supporting documentation are attached for Council's consideration at Item 9, Appendix H.

'

Resolution

That Council resolves to endorse the change application and grant preliminary development approval, subject to the relevant conditions. This preliminary approval will enable the Fisher Street subdivision project to proceed to detailed design, preparation of the application for full development approval, and the tender and construction phase anticipated in 2027.

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

Motion No. 3191 Carried
For Vote: Council Voted Unanimously

23 Broadway St

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.

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

QuickStart Demolition & Rebuild Sites

(7 units of accommodation)

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

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.

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

Resolution

Council will Inspect the site at 20 Bell Street, before deciding on housing for this site.

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

Motion No. 3192 Carried
For Vote: Council Voted Unanimously

NHH/QBuild proposed 26/27 Upgrade & Maintenance program

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

1. *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.

ECONOMIC & COMMUNITY DEVELOPMENT

Cherbourg Cafe

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.

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.

Resolution

That Council approves the Hope and Future Project (Kai Kai) as the successful applicant to operate the café and authorises a two-year lease at an agreed amount of $1,000 per month.

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

Motion No. 3193 Carried
For Vote: Council Voted Unanimously

Christmas Lights & Hams

Endorsement sought to hang Christmas Lighting into Cherbourg to the Town Clock and the purchase of Christmas Hams & Chicken.

Resolution

That Council endorse the proposal to hang Christmas Lighting into Cherbourg's Town Clock and that Christmas Hams & Chickens be purchased.

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

Motion No. 3194 Carried
For Vote: Council Voted Unanimously

Kingaroy Container Refund Point

Prepared for: Cherbourg Aboriginal Shire Council
Purpose: Consideration by Council

Proposal: In Principle - 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.

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 acquisition would secure a long-term operational base for the CRP, reduce reliance on rented premises, and convert a substantial portion of ongoing rental costs into investment in a Council-owned asset. Earlier discussions indicated an asking price of about $1.5 million, negotiable; the owner has indicated willingness to consider flexible terms.

Funding approach

- ***Initial payment:*** *Council provides or sources a $400,000 deposit/down payment.*
- ***Remaining balance:*** *To be negotiated with the owner through a formal vendor-finance agreement.*
- ***Ongoing repayments:*** *Subject to CRP performance and Council's annual budget decisions, repayments would be funded primarily from CRP operating profits or surplus.*

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.

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.

Resolution

That Council agrees in principle to seek funding to acquire 25 Haly Street, Kingaroy, as a permanent base for the Kingaroy Container Refund Point.

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

Motion No. 3195 Carried
For Vote: Council Voted Unanimously

Report Approval

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

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

Motion No. 3196 Carried
For Vote: Council Voted Unanimously

Correspondence

Mayor Bruce Simpson declared MPI and left the meeting as Church Elder Ada Simpson is his mother.

A.I.M. Christian Women's Convention - Friday 30 April - Monday 3 May 2027

The Cherbourg A.I.M. Church will host the A.I.M. Christian Women's Convention from 30 April to 3 May 2027, with at least 50 attendees expected. The organisers are fundraising for the event and seek Council's approval to use the Community Hall, kitchen, tables, chairs, urns and associated facilities from 30 April to 2 May, as well as advice on local accommodation options.

Council agreed to provide the Community Hall, tables, chairs, urns and associated facilities for the convention. Council also advised that it is unable to assist with accommodation.

Resolution

That Council resolves to support the A.I.M. Christian Women's Convention by making the Community Hall and Council facilities available from 30 April to 2 May 2027, and notes that Council is unable to provide or arrange accommodation.

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

Motion No. 3197 Carried
For Vote: Council Voted Unanimously

Mayor Bruce Simpson entered meeting

Elizabeth O'Chin

Seeking financial assistance for the funeral of a late family member Errol John Mickelo who passed away in Brisbane.

Council is unable to assist financially but has provided a gift card to assist.

Emerge Support

Formally Advising that the Emerge Support organisation will soon enter liquidation.

MOU – Uni Qld & Council

Memorandum of Understanding between University of Queensland and Cherbourg Aboriginal Shire Council has been signed.

Dept LG Water & Volunteers

The department informs Cherbourg Council about the Landfill Waste Facility project under Closing the Gap funds, requesting review and signature of the project brief for timely delivery.

LGAQ

The document explains proposed constitutional voting options for the 2026 LGAQ AGM to address a 2024 motion on Policy Executive representation.

Noted

Dept Transport & Main Roads

The letter informs local governments of a legislative amendment allowing them to regulate parking of detached trailers through local laws.

Noted

Qld Police Service – Mayors Summit

The Community Safety Charter guides respectful, locally informed engagement between QPS and First Nations communities to identify priorities and reduce harm.

Noted

LGMA

LGMA Program Facilitator Cassie Van Beek expresses gratitude to Cherbourg Aboriginal Shire Council for hosting and contributing to the 2026 LGMA Propeller Program workshops, emphasizing community engagement, leadership learning, and project sharing.

Darling Downs Health

Johanna Bou-Samra introduces a genomics research project in collaboration with Griffith University, seeking approval and guidance on community consultation protocols with Cherbourg community through contact with Mr. Zala and Nisa Suraj Nath.

Council agreed to support the proposed research and advises research staff respect and observe appropriate community protocols when engaging and consulting with community members.

Resolution

That Council endorses the proposed genomic research that Darling Downs ATSI Health Team in collaboration with Griffith University wish to conduct in Cherbourg.

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

Motion No. 3198 Carried
For Vote: Council Voted Unanimously

Dept Local Govt Water & Volunteers

Notifying that the Local Government Red Tape Reduction Taskforce dashboard (the Dashboard) has recently been published on the Department of Local Government, Water and Volunteers' (the department) website.

Qld Fire Dept

The Queensland Fire Department is reviewing boundary boundaries to improve operational efficiency, involving stakeholder feedback on proposed changes, with a focus on regional and service delivery areas.

Minister Anne Leahy MP

The letter urges the Federal Government to reverse proposed cuts to Queensland's disaster recovery funding, emphasizing community impacts and fairness. The open letter, signed by various groups and representatives, calls for withdrawal of billion-dollar funding cuts.

Linda Ryles

Linda and her students expressed their gratitude and reflected on the meaningful experiences, learning, and cultural exchanges during visits to the Cherbourg community.

Appreciation for Community Warmth and Hospitality
Guests thank Cherbourg community for their warm welcome and trust.
The community's kindness left a lasting positive impression.
Visitors hope the materials provided will support long-term community benefits.
The willingness to work again reflects ongoing commitment and connection.

Dept Justice

Informing Cherbourg Aboriginal Shire Council that legislative requirements no longer mandate signing council meeting minutes and provides guidance on records management and digitisation.

Uniquest - Duboisia & Cherbourg

The document discusses exploring future opportunities for Duboisia, a native Australian plant, in collaboration with Cherbourg Regional Council, emphasizing community involvement and industry support. The aim is to have an ongoing, community-guided conversation without immediate decisions. UQ seeks to understand community priorities, involving the Council and local stakeholders. The process emphasizes listening, exploring ideas, and building shared future opportunities.

Barambah Local Justice Group

The Barambah Local Justice Group requests that Cherbourg Aboriginal Shire Council allocate transitional housing for men and women, together with a dedicated office space for women's support services, within the current community housing redevelopment.

Council is unable to support the transitional housing component of the request under its current housing program. Council's existing housing stock is designated for community housing, and available housing funding is currently being prioritised to address the critical level of overcrowding within the community.

BLJG will be invited to a meeting to discuss this matter further.

Resolution

That Council receives and notes the Barambah Local Justice Group proposal and advises that Council is unable to support their request, as it has no available housing or funding for the requested transitional housing and dedicated office space.

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

Motion No. 3199 Carried
For Vote: Council Voted Unanimously

2.41pm ***Meeting Closed***

Mayor's Report

MAYOR'S REPORT

For Council Meeting – 19 November 2026

Mayor's Report – Council Meeting, November 2026

Mayors report:

1. National RAP Conference
    a. Building on Truth-Telling Summit, Apr 2027

2. UQ Research and Ethics Committee
    a. Finalise EOI's
    b. Workshops continuing to Mar 2027.
    c. Lynn Chapman is UQ Engagement for Cherbourg

3. Strengthening relationships – Gympie Shire Council
    a. Events – Car Rally Sept 2027; 2nd State of Origin, Goomeri June 2027

4. November advocacy 23rd – 27th, 2026.

Bruce Simpson
Mayor

Chief Executive Officer's Report

1. Annual Report 2025/2026:

Council must prepare an annual report for each financial year and adopt it within one month after the day the auditor-general gives their audit report about council's financial statements for the financial year to council. LGR s182(2) & (3). Our Financial audit 2025/2026 was signed on 13th October 2026 by Queensland Audit Office.

Part A covers the activities across Council, noting, highlights unique to the previous financial year to 30 June. Additionally, there are some mandatory operational disclosures, in accordance with the Local Government Act, covering Councillors, and Governance matters coordinated through the Office of the Chief Executive Officer.

Part B incorporates the Annual Audited Financial Statements of Council. The format of these reports follows the guidelines stated in the Local Government Regulations, Finance Standards, and many other accounting standards. Queensland Councils are audited annually, and these are required to be signed off by the Queensland Audit Office (QAO). While the QAO does directly undertake a number of these Audits, a large number are delegated to large scale Accounting Firms. As these statements are a formal record of the financial activities

throughout the year, a report is also produced with less technical disclosures, in Part C.

Part C incorporates the Community Financial Report aimed at highlighting the financial performance and position of Council, in a more relaxed and readable format.

The 2025/2026 financial year has been marked by significant work, dedication and commitment from the Cherbourg Aboriginal Shire Council Mayor, Councillors and entire council team. Council acknowledges and recognises the excellent work undertaken by the Mayor and Councillors in providing leadership, direction and representation for the Cherbourg community, alongside their commitment to good governance, strategic decision-making and the continued improvement of Council services and outcomes.

Their collective contribution reflects a shared commitment to building a stronger future for Cherbourg and delivering positive outcomes for the community.

Recommendation regarding Annual Report 2025/2026:

A. Adopt the annual report 2025/2026 to comply with legislation.

B. Publish the report on council's website within two weeks of adoption. LGR s182(4)

2. Acting Chief Executive Officer Arrangements During CEO Annual Leave:

The Chief Executive Officer (CEO) will be taking annual leave commencing Wednesday, 9 December 2026, and concluding Thursday, 21 January 2027.

In accordance with the Local Government Act, Council is requested to consider and resolve the appointment of Acting Chief Executive Officers for the period of the CEO's absence.Following discussions with the Mayor, the following arrangements are proposed to ensure continuity of leadership, management and operational decision-making during this period:

- Wednesday, 9 December 2026 to Monday, 5 January 2027: Director Corporate Services, Warren Collins, to undertake the role of Acting Chief Executive Officer.

- Tuesday, 6 January 2027 to Thursday, 21 January 2027: Director Economic and Community Development, Sean Nicholson, to undertake the role of Acting Chief Executive Officer.

These arrangements will provide continuity in Council's executive leadership and ensure that appropriate authority and responsibility are maintained throughout the CEO's annual leave period.

Recommendation:

That Council:

1. Approve the appointment of Warren Collins, Director Corporate Services, as Acting Chief Executive Officer for Cherbourg Aboriginal Shire Council from Wednesday, 9 December 2026 to Monday, 5 January 2027 inclusive.
2. Approve the appointment of Sean Nicholson, Director Economic and Community Development, as Acting Chief Executive Officer for Cherbourg Aboriginal Shire Council from Tuesday, 6 January 2027 to Thursday, 21 January 2027 inclusive.
3. Note that these appointments are required to ensure continuity of executive leadership, Council operations and statutory responsibilities during the CEO's annual leave period.

3: Christmas 2026 – Employee Appreciation Gift Cards

To seek Council's approval to provide all eligible Cherbourg Aboriginal Shire Council employees with a $100 IGA gift card for Christmas 2026 in recognition of their hard work and dedication throughout the year.

Council acknowledges the important contribution made by all employees in delivering essential services, programs and projects and supporting the Cherbourg community throughout 2026.

The Mayor, Councillors and Executive Leadership Team recognise the commitment, professionalism and efforts of Council employees and consider it appropriate to provide a Christmas appreciation gift as a gesture of thanks. It is proposed that each eligible employee receive a $100 IGA gift card to assist with grocery expenses during the Christmas holiday period.

The estimated cost to Council is approximately $14,000 to $15,000, based on 140–150 eligible employees receiving a $100 gift card each.

The expenditure will be met from Council's operational budget, subject to confirmation of available funds. Finance will also confirm applicable taxation and Fringe Benefits Tax requirements.

RECOMMENDATION

That Council:

1. Approve the provision of a $100 IGA gift card to every eligible Cherbourg Aboriginal Shire Council employee for Christmas 2026.
2. Approve the estimated expenditure of $14,000 to $15,000, subject to the final number of eligible employees and available budget.
3. Authorise the Chief Executive Officer to coordinate the purchase and distribution of the gift cards.

4 : 2026 Final Management Report – Queensland Audit Office

The Queensland Audit Office, through its appointed external auditors, has completed the external audit of Cherbourg Aboriginal Shire Council's financial statements for the financial year ended 30 June 2026.

The QAO has issued an unmodified audit opinion, confirming that Council's financial statements comply with the applicable legislative requirements and accounting standards and present fairly Council's financial position and financial performance.

The 2026 Final Management Report outlines the findings arising from the external audit, including internal control matters, recommendations for improvement and management's responses and proposed corrective actions.

The Queensland Audit Office has completed its external audit of Cherbourg Aboriginal Shire Council's financial statements for the year ended 30 June 2026 and issued an unmodified audit opinion.The Final Management Report identifies one new procurement-related deficiency and provides updates on three previously reported matters, of which one has been resolved.

Management acknowledges the audit findings and is committed to implementing the recommendations to strengthen Council's procurement, financial management and internal control arrangements.

The report is presented to Council in accordance with section 213 of the Local Government Regulation 2012.

RECOMMENDATION

That Council:

1. Receive and note the Queensland Audit Office 2026 Final Management Report for Cherbourg Aboriginal Shire Council for the financial year ended 30 June 2026.
2. Note that the Queensland Audit Office has issued an unmodified audit opinion on Council's 2025–2026 financial statements.

5 : Administrative Action Complaints Policy and Procedure – Endorsement:

Cherbourg Aboriginal Shire Council recognises the importance of maintaining public confidence, accountability and transparency in the delivery of Council services and administrative functions.Community members, residents, stakeholders and other affected persons should have an accessible and appropriate avenue to raise concerns about Council decisions, actions or failures to act.

An effective complaints management framework provides Council with an opportunity to:

1. Address concerns fairly, consistently and in a timely manner.
2. Improve service delivery and administrative practices.
3. Identify recurring issues and opportunities for organisational improvement.
4. Strengthen accountability and transparency.
5. Maintain community confidence and trust in Council.

The proposed Administrative Action Complaints Policy and Procedure is intended to formalise Council's approach to managing administrative complaints and ensure employees understand their responsibilities when receiving and referring complaints.

The proposed policy and employee information guide have been prepared for internal review and consideration.

Following Council's endorsement, management will finalise the policy and supporting procedures, communicate the requirements to employees and coordinate implementation through Corporate Services – Human Resources.

An effective complaints handling framework is an important component of good governance and responsible public administration. The proposed Administrative Action Complaints Policy and Procedure will provide Cherbourg Aboriginal Shire Council with a consistent approach to receiving, managing and resolving administrative complaints.The supporting employee information guide will assist employees to understand their responsibilities and ensure community members are treated fairly, respectfully and consistently when raising concerns.

Council's endorsement is sought to support the finalisation and implementation of the proposed policy framework.

RECOMMENDATION

That Council:

1. Endorse the proposed Administrative Action Complaints Policy and Procedure, subject to final administrative and legislative review by management.
2. Approve the supporting employee information guide, Complaints Handling – What Every Employee Needs to Know, for internal distribution and employee awareness.
3. Authorise the Chief Executive Officer to finalise and implement the policy and associated procedures, ensuring consistency with applicable legislation and Council's governance requirements.

6 : Proposed Renewal of Lease – Ny-Ku Buun Elders Village, 1 Fisher Street, Cherbourg

To seek Council's approval in principle to grant a new 10-year lease to BlueCare (Pinangba) for the continued operation of the Ny-Ku Buun Elders Village. BlueCare has formally requested a new 10-year lease to continue providing aged care, respite and associated community services to the Cherbourg community.

The Ny-Ku Buun Elders Village provides an important service to local Elders and families and contributes to community wellbeing, cultural connection and local First Nations employment.

BlueCare has proposed the following lease arrangements:

- Lease term: 10 years, from 18 January 2026 to 17 January 2036.
- Rent: $1 per annum if demanded.
- Permitted use: Aged care, respite and associated community services.
- Maintenance and outgoings: 100% payable by the tenant.
- Legal costs: Reasonable lease preparation and registration costs payable by the tenant.
- Public liability insurance: $20 million per occurrence.

Management recognises the importance of the Ny-Ku Buun Elders Village and supports the continuation of BlueCare's services in Cherbourg.

A new 10-year lease will provide certainty for the ongoing delivery of aged care services and enable BlueCare to plan for the future operation of the facility. Management recommends that Council approve the lease in principle and delegate authority to the CEO to negotiate an appropriate rental amount and final lease conditions, taking into consideration the community benefit, historical arrangements and Council's legislative obligations.

RECOMMENDATION

That Council:

1. Approve in principle the granting of a new 10-year lease to the Uniting Church of Australia Property Trust (Q), represented by BlueCare (Pinangba), over Lot 251 on SP280472, being the Ny-Ku Buun Elders Village at 1 Fisher Street, Cherbourg.

2. Delegate authority to the Chief Executive Officer to negotiate and determine an appropriate annual rental amount and finalise the commercial and operational conditions of the lease.

3. Require the tenant to remain responsible for all property maintenance and outgoings, reasonable legal costs associated with lease preparation and registration, and public liability insurance of $20 million per occurrence.

Kind Regards,



Chatur Zala, CEO



2026 FINAL MANAGEMENT REPORT

Cherbourg Aboriginal Shire Council

22 October 2026

Queensland Audit Office

Better public services

Bruce Simpson
Mayor
Cherbourg Aboriginal Shire Council

Dear Mayor Simpson

Final management report for Cherbourg Aboriginal Shire Council

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

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

Final observations arising from our audit

Following our interim report to you dated 23 July 2026, we identified the following additional internal control and financial reporting matters. Further detail of these matters is in Appendix A.

Issue number	Issue rating	Issue name
Internal control issues		
26CR1	Deficiency	Lack of adherence to Council's Procurement Policies

Our final audit fee is $90,000, excluding GST, which is in line with the estimate in our external audit plan.

Report to parliament

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

We intend to include the outcome of your audit in our report, Local government 2026.

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

Next steps

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

Please note, section 213 of the Local Government Regulation 2012 requires you to present a copy of this report at your council's next ordinary meeting.

If you have any questions or would like to discuss this report or our audit services and engagement, please contact me on 3233 3143 or Phoebe Prentice on 3233 9416.

Yours sincerely



Thomas Cook
Partner

cc: Mark Pitt, Chair of Audit and Risk Committee
Zala Chatur, Chief Executive Officer

Appendix A – Status of audit issues

Internal control issues

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

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

New issues raised in this report

The following section details control deficiencies and other matters identified since our last interim report dated 23 July 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

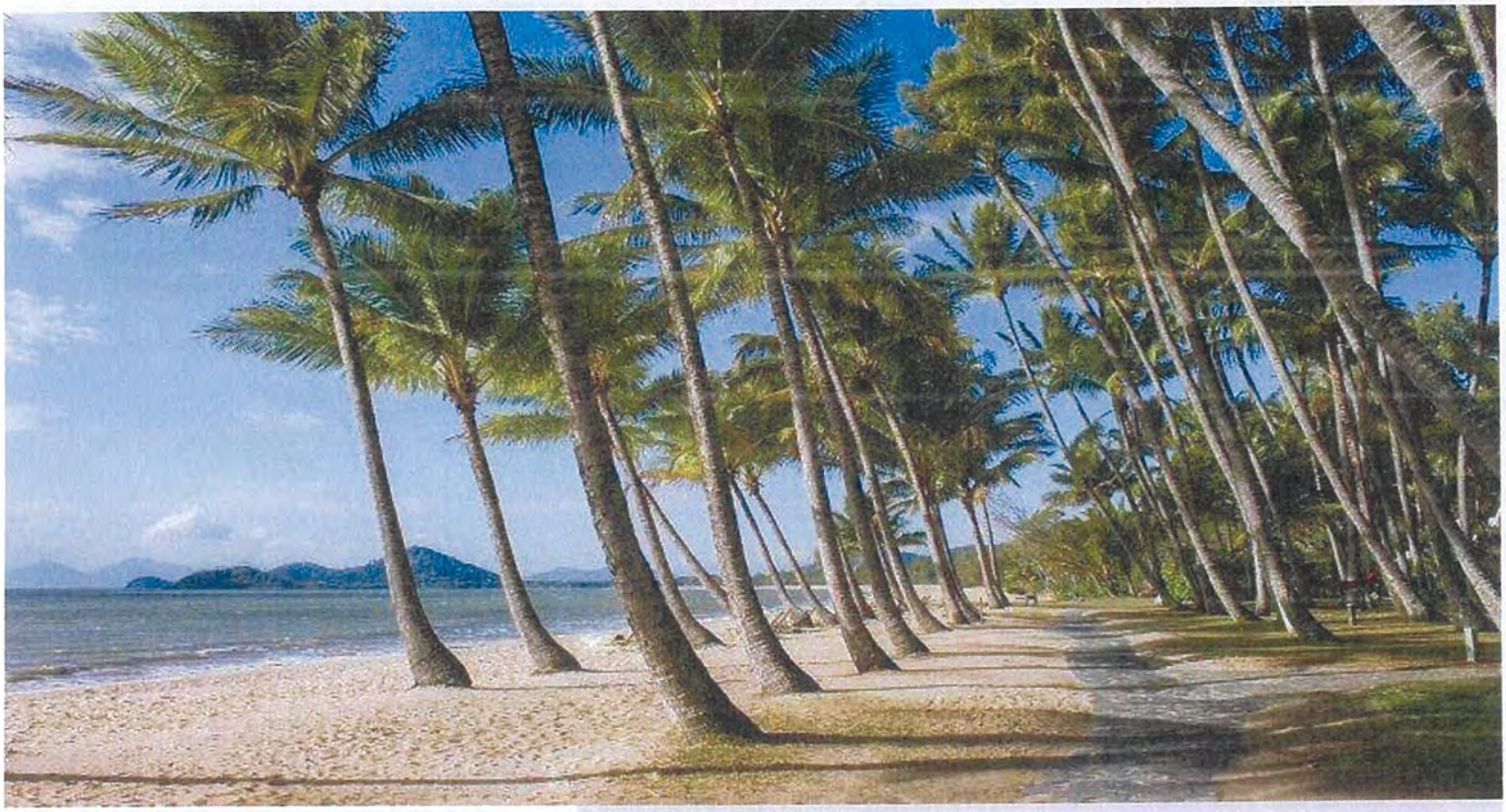
Action date: 30 September 2027

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.

Ref.	Rating	Issue	Status
25-IR1	D	**Reconciliation between valuation results and asset register movements** Category: Property, plant and equipment 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.	Status: Work in Progress 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: Dol 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: Dol Ranabhat Action date: 30 June 2026



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Queensland Audit Office
Better public services

CASC POLICY AT A GLANCE

Complaints Handling – What Every Employee Needs to Know

Cherbourg Aboriginal Shire Council

Why do we have this policy?

We want everyone in our community to feel comfortable raising concerns about Council services, decisions or actions.

Complaints give us an opportunity to put things right, improve how we work and maintain community trust.

What is a complaint?

A complaint is when someone directly affected by a Council decision, action or lack of action is unhappy with how something has been handled.

For example:

- A Council service has not been delivered as expected.
- Someone believes they have been treated unfairly.
- A decision has been made that directly affects someone, and they believe it is wrong.
- Council has not responded to a matter within a reasonable time.

Remember: A simple request for help or service is not necessarily a complaint. However, dissatisfaction with how Council responds may become one.

What should I do if someone makes a complaint?

1. **Listen respectfully.** Allow the person to explain their concern without arguing or becoming defensive.
2. **Offer assistance.** Complaints can be made verbally or in writing. Help the person record their concern if needed.
3. **Pass it on.** Refer the complaint promptly to the HR Department within Corporate Services for recording and appropriate handling.
4. **Respect confidentiality.** Don't discuss the complaint with people who are not involved in managing it.
5. **Don't make promises.** Never guarantee a particular outcome or discourage someone from raising a concern.

How long does the process take?

Council aims to acknowledge complaints within **10 business days**, with proposed resolution targets depending on their complexity:

- **Simple complaints:** 10 business days
- **Moderate complaints:** 30 business days
- **Complex complaints:** 45 business days

Some matters may take longer, and urgent safety concerns must be escalated immediately.

What if the complaint is serious?

Complaints involving suspected corruption, councillor conduct, employee misconduct or other serious matters may need to be handled under different Council policies or legislation.

Don't investigate these matters yourself. Refer them promptly through the appropriate management process.

Our commitment

Everyone deserves to be treated with fairness, dignity and respect.

People have the right to raise concerns without being discouraged or treated unfairly for doing so.

A complaint is an opportunity to listen, learn and improve.

Need assistance or received a complaint?

Contact: **Human Resources – Corporate Services**

This guide is a plain-language summary of CASC's Administrative Action Complaints Policy and Procedure. Employees should refer to the full policy for detailed requirements and procedures.

DRAFT – For internal review. Timeframes and administrative arrangements are subject to formal approval.

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

ADMINISTRATIVE ACTION COMPLAINTS POLICY AND PROCEDURE

Version Number: 1.0	Effective Date: To be confirmed
Policy Compiled by: Corporate Services (proposed)	Review Date: Two years after adoption (proposed)
Policy Approved by: Council – pending adoption	Pages: 4

Legislative and Policy References

Local Government Act 2009 (Qld), ss 4 and 268; Local Government Regulation 2012 (Qld), ss 187 and 306; Human Rights Act 2019 (Qld); Information Privacy Act 2009 (Qld); Public Records Act 2023 (Qld); Ombudsman Act 2001 (Qld). Where relevant: Crime and Corruption Act 2001 (Qld), Public Interest Disclosure Act 2010 (Qld), and applicable councillor conduct legislation and instruments.

1. Purpose

Cherbourg Aboriginal Shire Council (Council or CASC) is committed to handling complaints about its administrative actions fairly, respectfully, efficiently and transparently. This policy establishes the principles, responsibilities and process for receiving, assessing, resolving, reviewing and reporting administrative action complaints, and for using complaints to improve Council services and decisions.

2. Scope and application

This policy applies to administrative action complaints made by affected persons about an administrative action of Council, its employees or persons acting on its behalf. It applies to employees, contractors and agents responsible for receiving or managing these complaints.

A matter may require referral to a different statutory or Council process, including complaints about councillor conduct, suspected corrupt conduct, public interest disclosures, employee misconduct or disciplinary matters, privacy complaints, competitive neutrality complaints, or matters subject to a specific statutory appeal or review. Council will assess and appropriately refer such matters rather than treating them as ordinary administrative action complaints. Where a complaint raises more than one issue, each issue may be classified and managed separately.

Ordinary service requests, enquiries, reports of hazards and suggestions are generally not administrative action complaints. However, dissatisfaction with Council's response, delay, decision or failure to act may constitute an administrative action complaint.

3. Definitions

Administrative action complaint (AAC): A complaint, as defined in section 268 of the Local Government Act 2009, made by an affected person about an administrative action of Council. This can include a decision or failure to decide, an act or failure to act, forming a proposal or intention, or making a recommendation.

Affected person: A person who is apparently directly affected by the administrative action complained of.

Complainant: A person making an administrative action complaint, including through an authorised representative.

Complaints coordinator: An officer nominated by the CEO to maintain the complaints register and coordinate the process. This is a functional role and does not establish a new position.

Business day: A day other than a Saturday, Sunday or public holiday observed by Council.

4. Policy principles

- Accessibility and cultural respect: complaints may be made orally or in writing; Council will offer reasonable assistance, including help to record a complaint, a support person or representative, and clear plain-language explanations.

- Fairness and independence: complaints will be assessed objectively and in accordance with procedural fairness. A person with an actual, potential or perceived conflict of interest must not determine the complaint.

- Timeliness and proportionality: complaints will be addressed promptly and with effort proportionate to their seriousness, complexity and risk. Early resolution will be encouraged when appropriate.
- Privacy and confidentiality: information will be shared only with those who need it for lawful handling, subject to legal disclosure and reporting obligations. Confidentiality cannot be guaranteed absolutely.
- No adverse treatment: Council will not disadvantage a person merely because they have made a complaint in good faith. Any protections or obligations arising under other legislation also apply.
- Human rights and improvement: relevant human rights will be considered when required; complaint patterns and outcomes will inform service improvement.

5. Roles and responsibilities

Council: adopts the complaints management policy and receives relevant governance or performance reporting in accordance with its functions.

Chief Executive Officer (CEO): is accountable for implementation, allocating complaint-handling responsibilities, managing conflicts of interest and arranging independent handling when necessary. Complaints about the CEO must not be assessed or decided by the CEO; they will be referred to the Mayor for an appropriate and lawful handling pathway, with external advice or referral as required

Corporate Services / CEO-nominated complaints coordinator: receives or coordinates referrals, maintains the register, tracks deadlines, correspondence and outcome records, and prepares reports for management. The CEO will confirm the position responsible before implementation.

Managers and investigating officers: assess and resolve matters delegated to them, maintain objective records, give affected persons a fair opportunity to respond where adverse findings may be made, and identify corrective action

All employees and relevant contractors: promptly forward complaints received, provide assistance and preserve relevant records. They must not discourage complaints or promise an outcome before assessment.

6. Complaints management procedure

6.1 Making a complaint

A complaint may be lodged in person at Council's public office, by telephone, by post, by email or through any complaint form or website channel made available by Council. Council should publish current contact details and an accessible explanation of the process at its public office and on its website. An employee receiving a verbal complaint will assist the complainant to describe and record the concern, desired outcome and contact details if offered.

Council will accept anonymous complaints. Anonymity, the method of lodgement, the Council area receiving the complaint and how quickly it is resolved do not determine whether it is an AAC. Council will assess anonymous complaints on the available information, although lack of contact or evidence may limit action or feedback.

6.2 Recording and acknowledgement

All AACs, including those resolved promptly or made anonymously, must be recorded in a secure complaints register. The record should include a unique reference, date received, subject and classification, issues and desired outcome, relevant contact information, responsible officer, risk/priority, steps and dates, decisions and reasons, remedial action, review requests and closure date. Access must be restricted to authorised personnel.

Council will aim to acknowledge a complaint within 10 business days of receipt, or sooner where urgency warrants. Where contact details exist, acknowledgement should explain the process, contact point, next step and expected timing. A complaint indicating an immediate risk to health, safety or security must be escalated without waiting for the ordinary acknowledgement period.

6.3 Initial assessment and triage

An authorised officer will promptly assess whether the matter is an AAC, another complaint category, a service request, or outside Council's jurisdiction. Any statutory reporting or referral duties take precedence. The assessment will consider urgency, safety, the impact on the complainant and others, seriousness, any relevant review rights, evidence available, conflicts of interest and potential for early resolution.

A decision not to investigate, or to discontinue investigation, must be reasonable, documented and communicated with reasons where the complainant can be contacted. Relevant criteria include whether the complaint is outside scope, already appropriately examined, lacking sufficient information despite reasonable attempts to obtain it, substantially without merit, duplicative, subject to an appropriate alternative review process, or whether investigation would be unnecessary or disproportionate in the circumstances. A complaint must not be dismissed solely because it is verbal, anonymous, quickly resolved or inconvenient.

6.4 Early resolution and investigation

Where appropriate, an authorised officer may resolve a complaint by explanation, correction, apology, service action or a mutually acceptable practical response. Early resolution must still be recorded. Complex or disputed matters will be investigated by a suitably impartial officer or, where needed, an external investigator authorised by the CEO or lawful alternate decision-maker.

Investigation will be proportionate, based on relevant evidence and conducted with procedural fairness. A person potentially subject to an adverse finding must be given adequate notice of the substance of adverse material and a reasonable opportunity to respond before a final adverse determination, subject to legal requirements and any necessary protective measures. Reasons and evidence must be documented.

6.5 Target timeframes and updates

The following are proposed service standards, not statutory deadlines. Council will aim to resolve straightforward complaints within 10 business days, moderately complex matters within 30 business days and complex matters within 45 business days of receipt. Acknowledgement is targeted within 10 business days. Where the target cannot be met, the responsible officer will document the reason, advise the complainant of a revised timeframe where contact is possible, and provide reasonable progress updates. Urgent cases must be prioritised and statutory time limits, where applicable, prevail.

6.6 Outcome and remedies

Council will inform an identifiable complainant of the decision and reasons, subject to lawful privacy and confidentiality limits. The outcome may include an explanation, apology, amended decision, correction of records, remedial service action, refund or waiver where authorised, process improvement, staff training, referral, or a decision that no change is warranted. Council will record the decision-maker, reasons, remedy, implementation responsibility and closure date.

6.7 Internal review and external avenues

A complainant dissatisfied with the handling or outcome may request an internal review. Wherever practicable, a review will be conducted by a person who was not substantially involved in the original decision and who is appropriately senior or independent. Requests should explain the concern with the original handling or decision; Council may assist the complainant to do so. The review decision and reasons will be communicated and recorded.

After Council's internal process, or where otherwise appropriate, complainants may approach the Queensland Ombudsman or another agency with relevant jurisdiction. Council will not represent an external agency's involvement as guaranteed or prevent a person from approaching a body entitled to receive their complaint.

6.8 Unreasonable conduct and safety

Council may set reasonable, proportionate limits on abusive, threatening or persistently unreasonable conduct to protect staff and other service users. A restriction must be based on documented conduct, approved by an appropriately senior decision-maker, communicated with reasons where appropriate, and subject to review. Such conduct does not automatically invalidate an underlying complaint or remove statutory reporting obligations.

7. Information, monitoring and public reporting

Complaint records will be managed in accordance with applicable privacy, information security and public records requirements. Council will maintain arrangements to identify trends, monitor timeliness, oversee corrective actions and provide periodic internal reports to senior management.

In accordance with section 187 of the Local Government Regulation 2012, Council's annual report must include a statement of its commitment to fair handling, an assessment of implementation and performance, the number of AACs

received, resolved and not resolved during the financial year, and the number of unresolved complaints from a previous financial year.

Council must make the complaints management process and supporting policies and procedures available for public inspection at its public office and on its website as required by section 306 of the Regulation.

8. Related Council documents and referral pathways

As applicable and once confirmed against the current CASC policy register: Employee Code of Conduct; Councillor Code of Conduct and related conduct processes; Public Interest Disclosure Policy; Fraud and Corruption Control arrangements; Privacy and Information Management procedures; Records Management Policy; Customer Service procedures; complaint register and response templates. This policy does not replace mandatory legislative or statutory referral pathways.

9. Review, approval and document control

This draft is proposed for review every two years after adoption, or earlier following legislative change, significant complaint trends or identified operational issues. The CEO will nominate the policy owner and accountable complaints coordinator before implementation. Council adoption details, resolution number and effective date remain to be completed following approval.

Implementation notes – remove before adoption

- Confirm whether this document is to be adopted as one combined policy and procedure or separated into two controlled documents.
- Confirm the nominated complaints coordinator, delegation arrangements, and route for complaints about the CEO or another conflicted senior officer.
- Approve or adjust proposed 10/30/45-business-day resolution targets, 10-business-day acknowledgement target and internal review procedures.
- Confirm CASC's published email, postal, telephone, in-person and website complaint channels; do not publish unverified channels.
- Check names and existence of related CASC policies, operational forms, register, privacy and records controls; confirm workforce training and website/public-office publication.
- Obtain governance/legal review of the final text, particularly statutory referrals, delegations, human rights, privacy and complaints review arrangements.

Pinangba
respect • family • belonging

NY-KU BYUN ELDERS VILLAGE

Ground lease renewal submission to
Cherbourg Aboriginal Shire Council

11 November 2026

BLUE CARE (PINANGBA) | UNITINGCARE QUEENSLAND

Prepared by
Uniting Church in Australia Property Trust (Q.), represented by Blue Care (Pinangba)



Pinangba

respect • family • belonging

Acknowledgement of Country

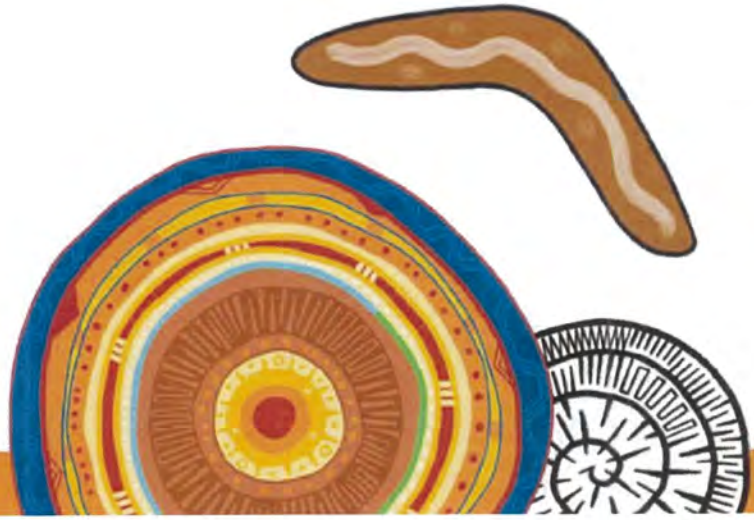
UnitingCare acknowledges with gratitude and respect the Traditional Owners of the lands, water and seas of the communities we serve.

We acknowledge Elders past, present and emerging, as they are the custodians of culture and connection to Country. We hold hope of walking together in relationship with Aboriginal and Torres Strait Islander peoples, to a place of justice and equality.



Cultural Warning

Aboriginal and Torres Strait Islander viewers are advised that this presentation may contain images, voices or names of deceased persons.



“Our Home”: care that keeps Elders connected

Ny-Ku Byun is a high-priority service on Wakka Wakka Country.

The service is delivered by Pinangba, the Aboriginal and Torres Strait Islander-led service delivery arm of Blue Care.



Pinangba means “Remember” — our commitment, belonging and connection in Cherbourg.

- 25-bed residential aged care facility with 24/7 staff support.
- Overnight respite, daytime respite and community services.
- Dementia and culturally appropriate palliative care.
- Regular doctor visits and access to allied health support.
- Fresh meals, activities, community visits and bus outings.

Culture, dignity and belonging are built into care

Elders remain close to family, community, culture and Country



> *"I feel surrounded by love and support from within the community… I feel like I belong here. I feel like I am respected here and so is my culture.*
>
> — Ny-Ku Byun Elder



>50%
First Nations workforce

Local
Community led Governance Reference group

Strong
community partnerships

Connections include Cherbourg State School, CRAICCHS, Gundoo Daycare, local police, TAFE, Clontarf, Council and Darling Downs Health Service.

Investment in people strengthens the whole community

Local capability, service resilience and culture-led improvement







SKILLS & EMPLOYMENT

Trainees completed practical Certificate III Horticulture experience while improving the grounds and building recognised skills.

CONTINUITY IN CRISIS

During the 2022 floods, staff stayed with Elders for five days on a continuous 24-hour rotating roster.

CULTURE & COUNTRY

The culture-led sensory garden uses native plants selected for touch, taste, smell, sight and sound.

First Nations leadership remains a strategic priority

The current leadership gap reinforces the importance of local capability, succession and community voice.

Developing and supporting local First Nations leadership remains an ongoing strategic commitment.

Develop local leadership

Build capability and create pathways for local First Nations people to progress into leadership roles over time.

Plan for succession

Identify and support potential successors so opportunities can be acted on when suitable roles and candidates align.

Enable community-led governance

Establishment of a local First Nations Community Reference Group, with members remunerated through the Pinangba Strategy to recognise their cultural knowledge, expertise and contribution.

Outcome: stronger local decision-making, a sustainable leadership pipeline and culturally informed service stewardship.

The Tenant carries the site-cost burden

FY2024–25 listed minor capital works totalled $122,101.79

$122.1k





Safety, security & access	$85,403.19
Resident comfort & clinical areas	$34,245.83
Grounds & amenity	$2,452.77

Tenant retains 100% of maintenance, outgoings, compliance upkeep and capital planning responsibilities.

The peppercorn structure preserves the existing value exchange

Secure tenure supports care, stewardship and continuity without shifting site costs to Council

WHAT COUNCIL ENABLES

- Long-term security for an essential community service.
- Confidence for Elders, families and the local workforce.
- Continued community partnerships and cultural connection.
- A maintained and improved site without Council bearing operating costs.

$1 p.a.

keeps funds in care

WHAT THE TENANT CARRIES

- All maintenance and property outgoings.
- Capital works, asset planning and grant pursuits.
- Safety, compliance and aged-care operational obligations.
- Culturally informed care and transparent stewardship.



Decision sought from Council

A practical renewal that preserves community value

Approve in principle a further 10-year ground lease at $1.00 per annum, if demanded, with the Tenant continuing to pay 100% of maintenance costs and property outgoings.

10 years
proposed renewal term

$1 p.a.
peppercorn rent, if demanded

100%
maintenance and outgoings paid by Tenant

Former lease expiry: 1 January 2026

Proposed structure: substantially the same terms, subject to legal review, statutory requirements and formal approvals.

Proposed renewal framework

Substantially the same commercial structure, updated for current legal and statutory requirements

Landlord	Cherbourg Aboriginal Shire Council
Tenant	Uniting Church in Australia Property Trust (Q.), represented by Blue Care (Pinangba)
Premises / use	Ny-Ku Byun Elders Village, Cherbourg — aged care, respite and associated community services
Former lease expiry	1 January 2026
Term / commencement	A further 10 years; commencement arrangements to preserve continuity and be documented by the parties
Rent	$1.00 per annum, if demanded
Maintenance & outgoings	100% payable by the Tenant, consistent with the historic lease structure
Other provisions	Substantially the same terms, subject to legal review, statutory requirements and formal approvals

A transparent pathway to renewal

The proposed annual stewardship update strengthens accountability without changing the peppercorn structure

Annual stewardship update: material site investment | planned works | community outcomes

1

ENDORSE

Council endorses the 10-year peppercorn renewal in principle.

2

CONFIRM

Parties confirm land description, commencement arrangements and statutory requirements.

3

DOCUMENT

Legal representatives settle the renewal documentation on substantially the same terms.

4

EXECUTE

Parties execute the lease and establish the annual stewardship update.

Outcome: continuity of care, clear responsibilities and a practical long-term partnership.

Pinangba
respect • family • belonging

Thank you

PROTECT "OUR HOME" FOR THE NEXT DECADE

Renewing the ground lease protects a proven community asset and keeps Elders connected to care, culture and Country.

11 November 2026

REQUEST TO COUNCIL

UnitingCare

Proudly representing
BlueCare | Lifeline | ARRCS | The Wesley Hospital | Buderim Private Hospital
St Stephen's Hospital | St Andrew's War Memorial Hospital

The Hon Jarrod Bleijie MP
Deputy Premier
Minister for State Development,
Infrastructure and Planning
Minister for Industrial Relations

DELIVERING FOR QUEENSLAND | Queensland Government

Our ref: MC26/1113

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone: +61 7 3719 7100
Email: deputy.premier@ministerial.qld.gov.au
Email: industrialrelations@ministerial.qld.gov.au

ABN 65 959 415 158

Mayor Bruce Simpson
Cherbourg Aboriginal Shire Council
mayor@cherbourg.qld.gov.au

Dear Mayor Simpson

Thank you for the Cherbourg Aboriginal Shire Council's (the Council) application under Pathway 1 of the Scheme Supply Fund (the Fund). I commend you for the display of initiative to ensure adequate housing supply is delivered in your community.

The Fund builds on the commitment by the Crisafulli Government to reset the planning partnership with Local Governments to deliver more housing and progress important work towards meeting the Crisafulli Government's target of one million new homes by 2044.

I am pleased to advise that the Department of State Development, Infrastructure and Planning (the Department) has reviewed your application and has approved your application for funding under Pathway 1, totalling $100,000.

I have asked Ms Peta Harwood, Deputy Director-General, Planning Group in the Department, to write to the Council detailing the operational requirements for entering into the funding agreement.

I again congratulate the Council on your successful application and encourage the Council to utilise the new section 18 streamlined scheme amendment process when progressing this work.

If you require any further information regarding this matter, please contact my Chief of Staff, Mr Nathan Ruhle, by email at nathan.ruhle@ministerial.qld.gov.au or by telephone on (07) 3719 7100.

Yours sincerely

JARROD BLEIJIE MP
DEPUTY PREMIER
Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations

DELIVERING FOR QUEENSLAND | Queensland Government

Department of
State Development,
Infrastructure and Planning

Our ref: DEPBN26/852

12 October 2026

Mr Chatur Zala
Chief Executive Officer
Cherbourg Aboriginal Shire Council
ceo@cherbourg.qld.gov.au

Dear Mr Zala

Thank you for your application for Pathway 1 of the Scheme Supply Fund (the fund). The Department of State Development, Infrastructure and Planning (the Department) appreciates the Cherbourg Aboriginal Shire Council's (the Council) time and effort in preparing the application.

As outlined in the letter from the Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations to Mayor Bruce Simpson, the Department has reviewed your application and confirms that the project is compatible with the fund's aims and objectives. The project is eligible for funding under Pathway 1 and your application, totaling $100,000, has been approved.

The approved funding will be committed to the Council via the existing Local Government Funding Heads of Agreement (HoA). The Council will then need to execute a Project Funding Schedule under the existing HoA with the State Government. Payments will not be made until the Project Funding Schedule is provided to the Department, the Head Funding Agreement has been executed and when compliance with the relevant milestone has been demonstrated.

Once executed, the Fund Guideline, the Project Funding Schedule and the Head Funding Agreement will constitute the Project Funding Agreement.

The Department will make payments according to the following milestones:

- 30 per cent total project funding upon execution of the Project Funding Schedule
- 30 per cent total project funding upon demonstration of 30 per cent expenditure
- 30 per cent total project funding upon demonstration of 60 per cent expenditure
- 10 per cent total project funding upon demonstration of project completion.

The Head Funding Agreement includes a requirement to provide a draft copy of your procurement brief to the Department for approval prior to tender for procurement of services.

Please also ensure that the Council complies with the reporting, records and audit obligations in the Project Funding Agreement, which includes the provision of quarterly progress reports. The Project Completion and Acquittal Report and any supporting documents must also be provided to the Department before **30 June 2027**.

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530

I also encourage the Council to utilise the recently endorsed streamlined section 18 planning scheme amendment processes to implement outcomes from the project. Planning Group's regional offices within the Department will be happy to assist the Council with these processes.

If you require any further information, please contact Mr Kieran Hanna, Acting Director, Planning Services in the Department on 07 3432 2404 or by email at Kieran.hanna@dsdip.qld.gov.au.

Yours sincerely

Peta Harwood
State Planner
Planning Group

KAI KAI

KAI KAI – Grand Opening Community Hāngī

Funding Partnership Proposal

To: Cherbourg Aboriginal Shire Council
Event Date: Saturday 5th December 2026
Time: 10:00am
Location: KAI KAI – Cherbourg Community Café

We would love to invite Cherbourg Aboriginal Shire Council to partner with us in celebrating the grand opening of KAI KAI Cherbourg Community Café through financial support towards a free community hāngī.

We believe this is a beautiful way to introduce KAI KAI to the community, not just as a café, but as a welcoming space where people feel seen, valued and loved.

We recognise that the community has faced it's share of challenges, and we believe there is something special about bringing people together around a good feed. What better way to begin this new chapter than by honouring and blessing the people of Cherbourg, celebrating community and encouraging unity.

Partnership Request

We are respectfully seeking $2,675 in financial support from Cherbourg Aboriginal Shire Council to help provide a free hāngī and refreshments for the community at our grand opening.

Estimated Event Items Cost are as follows:

Meat – 15 pork roasts, 1 lamb, 15 cooked chickens & 5 packs of sausages $1,150
Vegetables & Stuffing – 40 kg potatoes, 10 pumpkins, 20 loaves of bread, 5kg onions, thyme, butter $350
Fried Bread – 500 pieces, including butter & jam $350
Drinks – 400 bottled waters, 200 juice pops $265
Serving Items – 500 plates, 500 cups, 500 knives, forks & napkins $260
Contingency – $300
Total Funding Requested – $2,675

We envision this being a beautiful community family day, bringing whānau (family), friends and neighbours together to enjoy good food, live music and fellowship. We will also have the Wakka Wakka Dancers and guest musicians who will be joining us, including Cherbourg's very talented Edgar Conlon and more, helping create a welcoming and joyful atmosphere for all ages to enjoy.

Our heart is to create a place that honours yesterday, celebrates today and brings hope for tomorrow, especially for our next generation and we would be honoured to have Council partner with us in making this a special day of unity, celebration and new beginnings for Cherbourg.

Thank you for considering our proposal and for the opportunity to serve this beautiful community.

God bless,
KAI KAI
Cherbourg Community Café

Corporate Services Report

Corporate Services Report
November 2026

CHERBOURG ABORIGINAL SHIRE COUNCIL

Corporate Services Manager
Report – October 2026

Finance
Our 2025/26 audit has been signed off. Work has continued on Civica Altitude and is progressing well.

Housing
Housing continues to be an area that needs to be focused on. The number of people who are on the waiting list continues to grow. We need to be conscious of the fact that we need to be adding to our housing stock in a consistent manner.

I would urge Council to visit Saltair Constructions to inspect what they can supply in a short timeframe to help alleviate some of the housing pressures. Saltair is not the only company that can deliver housing to us in short timeframes.

Housing staff are working well. They have progressed Chintaro to a level that all information is now on the system. We aim to go live shortly.

Reception
The team in reception are working better. No real issues.

HR
HR are working well. Uniforms have been delivered and staff are conforming to the uniform policy.

They continue to update policies and the organisational structure. More training for staff in the coming weeks.

Work health and safety
Work continues on resolving the issues identified in the four reports that have been done with a view to combining into one report.

Leases

Leases have been stalled waiting for survey's to be done on a couple of the lots. Once these have been done we will finalise all leases.

Updates

With Christmas approaching we will be finalising what staff will be taking leave over the Christmas period to ensure that we have staff available and on call over the Christmas - New Year period in case of any emergencies.

Warren Collins
Corporate Services Manager

Housing Report November 2026



HOUSING MANAGER & TENANCY OFFICER:

The month of October/November has been busy with the Housing Manager & Tenancy Officer 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 OCTOBER/NOVEMBER (32)

Phone Calls	-	*10*
Rent Enquires	-	09
Housing Enquires	-	09
Complaints/Misc.	-	04

COMPLAINTS: (3)

Noise Complaint	-	(Complaint letter done up and delivered)

CONTACT WITH OTHER ORGANISATIONS:

Public Trust	-	Housing for client.
Murgon Police	-	Enquiry/housing of a client.
Corrective Services	-	Housing for client
Housing Department	-	Re: Housing survey
Toowoomba Hospital	-	Accommodation for one of their clients.

Antonia Jacobs
Housing Manager

PROJECT CASC ERP IMPLEMENTATION REPORT

November 2026

Mission

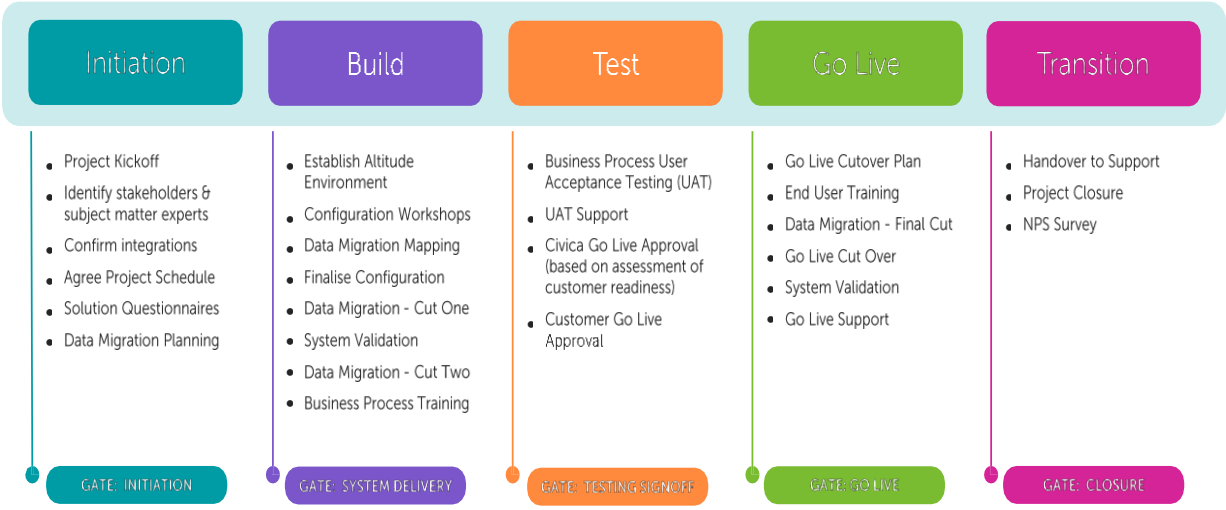
“Evolve to Succeed”

Vision

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

Introduction

Council is implementing a project to modernise their financial systems and along with that evolving processes that will manage corporate risk and assist with audit by improving process rigour.
The project is delivered in 5 stages where the first 2 stages have been completed.
This project has a significant lead in to stage 3 which Council will use to establish current process and build knowledge and confidence of the Authority Altitude ready for business Process training in Feb 2027.
Go live set for 5 July 2027



Progress and Risk :

The project is currently on track with a major milestone completed on 20 Oct when the configuration of modules and the creation of a new General Ledger and Work Order package. The first cut of PCS data has been completed but have no advice on the work required to cleanse the data ready for the 2nd cut in Jan 2027.

The current risks are :

- Council is working the Westpac bank on the process 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.
- Council is in the early stages of analysing if the current Time and Attendance solution is able to be used to record the required data for use in the Payroll module. A decision on timesheet entry process will be required to be made by 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	Completed	October 2026
Data Migration	Completed	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 application has gone live on 2 November 2026. Go Live will include the documentation of processes to ensure data integrity and financial validity. PCS will still be used to invoice the debtors and the receipt monies paid

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

Finance Report

FINANCE MANAGER REPORT AS AT 31 OCT 2026

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

October

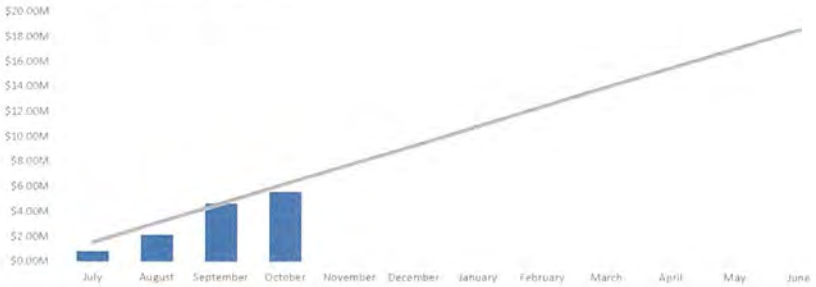
YTD Operating Income		
Actual	Variance	
$5.57M	($0.64M)	▼(10.3%)

YTD Operating Expenditure		
Actual	Variance	
$10.05M	($0.99M)	▲(9.8%)

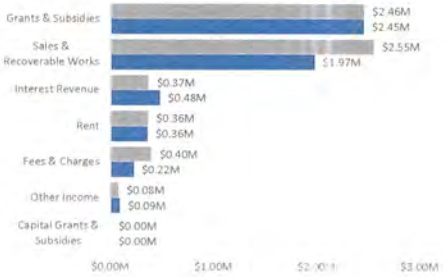
Budget Actual
Positive Variance Negative Variance

Operating Surplus Ratio
-80.35%

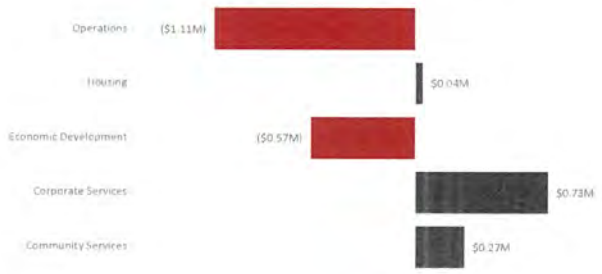
Total Income - Actual vs Budget



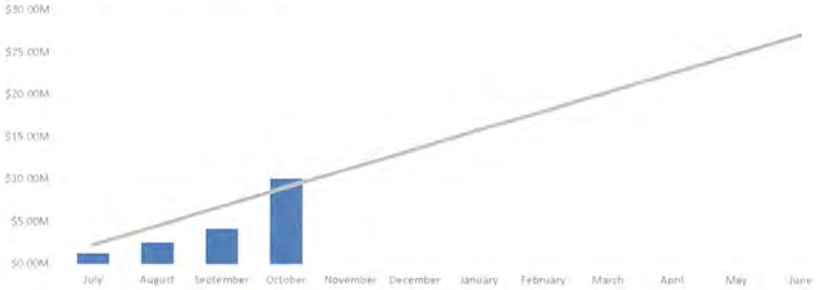
Income YTD



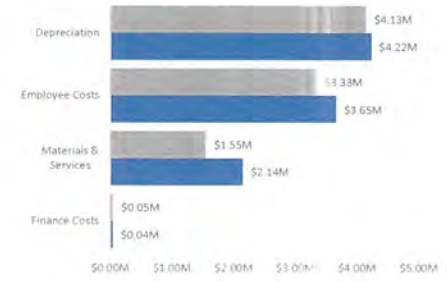
YTD Income Variance By Directorate



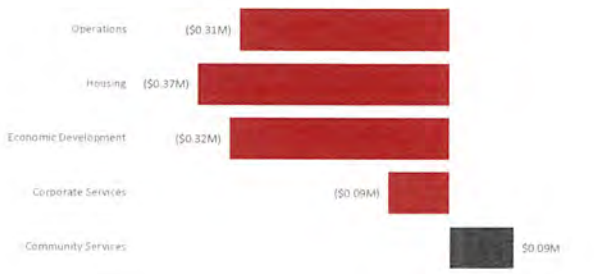
Total Expenditure - Actual vs Budget

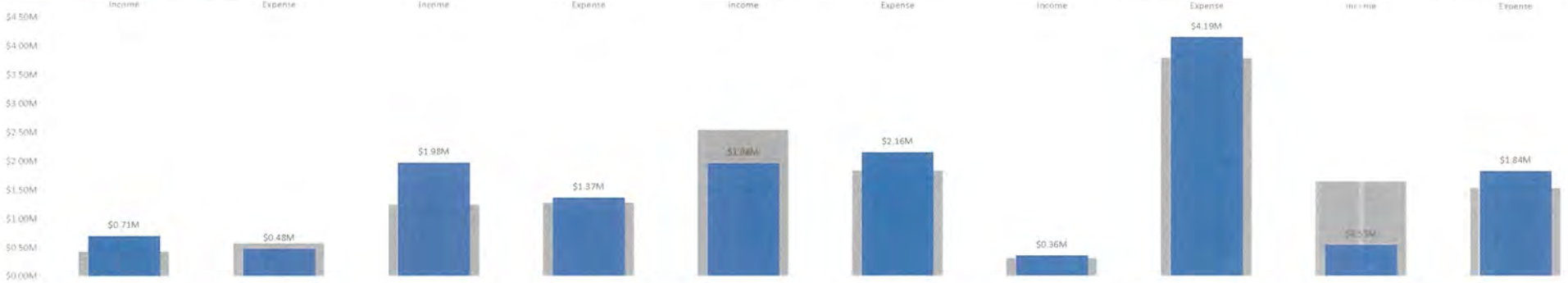


Expenditure YTD



YTD Expenditure Variance By Directorate





Whole Of Council

	October				Year to Date					Full Year
	Actual	Budget	$ Variance	% Variance	Actual	Budget	$ Variance	% Variance	Traffic Light	Budget
Grants & Subsidies	$ 166,619	$ 614,417	$ (447,798)	-72.88%	$ 2,450,640	$ 2,457,668	$ (7,028)	-0.29%		$ 7,372,990
Fees & Charges	$ 2,392	$ 98,807	$ (96,415)	-97.58%	$ 223,468	$ 395,228	$ (171,760)	-43.46%		$ 1,185,686
Sales & Recoverable Works	$ 464,016	$ 637,539	$ (173,523)	-27.22%	$ 1,974,693	$ 2,550,156	$ (575,463)	-22.57%		$ 7,650,468
Interest Revenue	$ 118,990	$ 91,667	$ 27,323	29.81%	$ 477,680	$ 366,668	$ 111,012	30.28%		$ 1,100,000
Rent	$ 132,710	$ 90,804	$ 41,906	46.15%	$ 356,954	$ 363,216	$ (6,262)	-1.72%		$ 1,089,639
Other Income	$ 12,123	$ 18,826	$ (6,703)	-35.60%	$ 87,247	$ 75,304	$ 11,943	15.86%		$ 225,909
Total Income	**$ 896,850**	**$ 1,552,060**	**$ (655,210)**	**-42.22%**	**$ 5,570,683**	**$ 6,208,240**	**$ (637,557)**	**-10.27%**		**$ 18,624,692**
Employee Costs	$ 1,192,297	$ 833,200	$ 359,097	43.10%	$ 3,651,085	$ 3,332,800	$ 318,285	9.55%		$ 9,998,375
Materials & Services	$ 422,354	$ 386,308	$ 36,046	9.33%	$ 2,141,035	$ 1,545,232	$ 595,803	38.56%		$ 4,635,653
Depreciation	$ 4,218,782	$ 1,033,721	$ 3,185,061	308.12%	$ 4,218,782	$ 4,134,884	$ 83,898	2.03%		$ 12,404,632
Finance Costs	$ 672	$ 11,651	$ (10,979)	-94.23%	$ 35,845	$ 46,604	$ (10,759)	-23.08%		$ 139,814
Total Expenditure	**$ 5,834,105**	**$ 2,264,880**	**$ 3,569,225**	**157.59%**	**$ 10,046,747**	**$ 9,059,520**	**$ 987,227**	**10.90%**		**$ 27,178,474**
Net Surplus/(Deficit)	**$ (4,937,255)**	**$ (712,820)**	**$ (4,224,435)**	**592.64%**	**$ (4,476,064)**	**$ (2,851,280)**	**$ (1,624,784)**	**56.98%**		**$ (8,553,782)**

Cherbourg Aboriginal Shire Council
Financial Position
FY 2026-2027

October

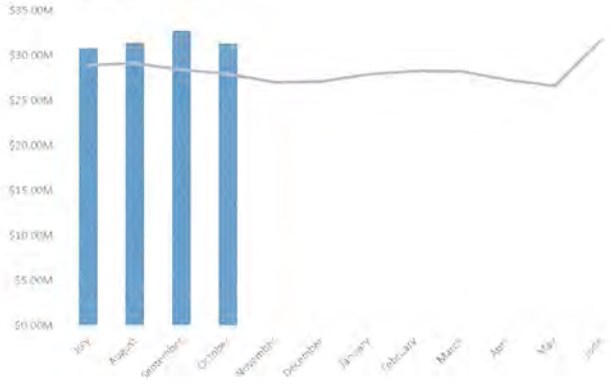
YTD Assets	
Current	Non-Current
$33.54M	$217.97M

YTD Liabilities	
Current	Non-Current
$20.72M	$3.66M

■ Actual — Prior Year
▼ Decrease ▲ Increase

Net Financial Asset/Liability Ratio
-165%

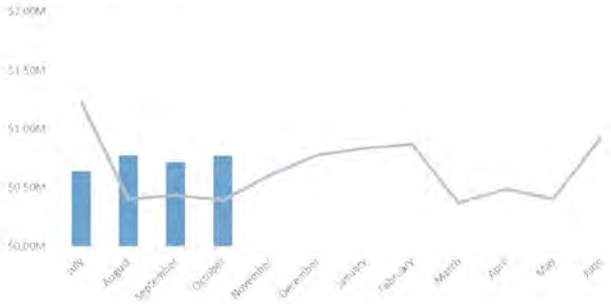
Cash & Cash Equivalents



Cash Balance



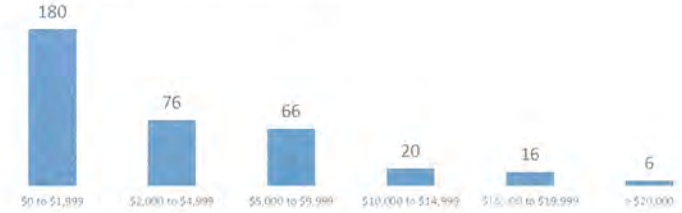
Debtors & Receivables



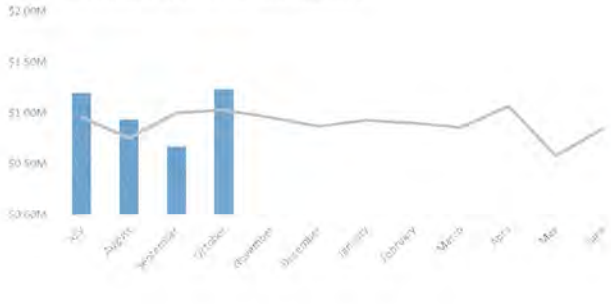
Rent Debtors

Number of Rent Debtors	Average $ Outstanding	Total $ Outstanding
364 ▲	$4,161 ▼	$1,514,456 ▲

Number of Rent Debtors by Amount Owing



Accounts Payable & Other Current Liabilities

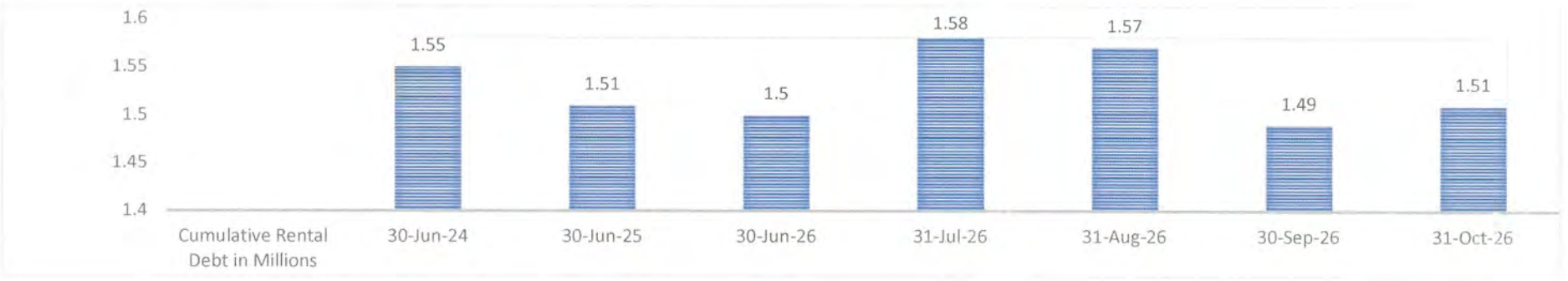


Rent Debtors > 90 Days Outstanding



Current Assets	
Cash & Cash Equivalents	$31.43M
Contract Assets	$0.81M
Trade & Other Receivables	$0.77M
Inventories	$0.32M
Biological Assets	$0.21M
Total Current Assets	**$33.54M**
Non-Current Assets	
Buildings	$33.47M
Furniture & Fittings	$0.00M
Houses	$129.40M
Infrastructure	$43.21M
Land	$2.39M
Motor Vehicles	$1.49M
Plant & Equipment	$5.31M
Work in Progress	$2.70M
Total Non-Current Assets	**$217.97M**
Total Assets	**$251.51M**
Current Liabilities	
Contract Liabilities	$18.94M
Trade & Other Payables	$1.24M
Current Provisions	$0.55M
Total Current Liabilities	**$20.72M**
Non-Current Liabilities	
Contract Liabilities	$0.00M
Non-Current Provisions	$3.20M
Trade & Other Payables	$0.45M
Total Non-Current Liabilities	**$3.66M**
Total Liabilities	**$24.38M**
Equity	
Retained Surplus	$80.38M
Asset Revalaution Surplus	$146.76M
Total Equity	**$227.14M**
Total Liabilities & Equity	**$251.52M**

Closing Balance Period 2	Column Labels		
Project	Contract Asset	Contract Liability	Grand Total
Cherbourg Industrial Site Upgrade - REEF		-1,384,559.79	-1,384,559.79
W4Q 2024-27-		-385,331.06	-385,331.06
FY 2024-25 First Start Program (DETE)		-17,500.00	-17,500.00
53 LOT Residental subdivision		-7,508,634.39	-7,508,634.39
SHAP PROGRAM - NEW HOUSING		-2,646,059.21	-2,646,059.21
QUICK START SCHEDULE 1		-1,818,007.57	-1,818,007.57
Disaster Management Environmental Data Solution-IDF	80,790.74		80,790.74
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		-1,413,470.37	-1,413,470.37
New Housing- Remote Capital Program - site preparation	334,021.57		334,021.57
Schedule7-3A, 3B Fisher ,25 Bro 9Bel		-416,191.52	-416,191.52
Resource Recovery Boost Fund		-3,266,931.20	-3,266,931.20
Grand Total	**815,342.62**	**-18,940,955.63**	**-18,125,613.01**


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

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: 11th November 2026

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

- Higher Duties Policy

Executive Summary

During the reporting period, the People, Safety and Compliance team continued to focus on workforce capability, safety compliance, employee wellbeing, recruitment, onboarding, and organisational governance. Key priorities included progressing Workplace Health and Safety (WHS) audit actions, strengthening workforce capability through accredited training programs, supporting employee wellbeing initiatives, improving personnel record compliance, coordinating Code of Conduct education, onboarding new employees and trainees, and commencing planning activities for Council's 2027 workforce and community events calendar.

Recruitment and Onboarding

Significant effort was dedicated to onboarding and workforce development activities across multiple Council departments.
Activities included:

- Coordination of new employee onboarding and induction processes.
- Progression of traineeship arrangements under the First Start and Community Services programs.
- Coordination of Certificate III Community Services traineeship sign-ups and enrolments.
- Liaison with BUSY At Work, TAFE Queensland and related training providers regarding trainee placements and workforce development opportunities.

Workforce Development

Council progressed several workforce development initiatives aimed at increasing staff capability and compliance qualifications, including:

- Forklift training for Works and operational staff.
- Chainsaw and tree-felling competency training.
- Community Services qualifications.
- Water Industry training pathways.
- Ongoing discussions regarding additional accredited skills training opportunities for staff throughout 2027.

.

Employee Wellbeing

Employee Assistance Program (EAP)

Employee wellbeing remained a priority during the reporting period.

Two (2) employees were referred to the Employee Assistance Program (EAP) for professional support and counselling services.

These referrals formed part of Council's commitment to supporting employee wellbeing, early intervention and mental health in the workplace.

Attendance and Absenteeism

The team continued monitoring attendance and absenteeism across Council.

Activities included:

- Addressing individual employee attendance concerns.
- Supporting managers with discussions relating to absenteeism.
- Reviewing circumstances impacting workforce attendance.
- Facilitating return-to-work arrangements where appropriate.
- Monitoring employee welfare and fitness for work.

Overall, absenteeism continues to be actively monitored, with intervention strategies being implemented where attendance trends require support or management action.

Governance and Compliance

Personnel File Audit

An audit of employee personnel files was undertaken to strengthen governance and compliance.

The review focused on ensuring:

- Evidence of qualifications and licences is held on file.

- Mandatory certifications remain current.
- Employment documentation is complete.
- Regulatory records are appropriately maintained.

This activity supports Council's governance obligations and reduces organisational risk associated with workforce compliance requirements.

Code of Conduct

Work continued on reinforcing workplace culture and behavioural expectations throughout the organisation.

Actions undertaken included:

- Issuing a Council-wide reminder regarding respectful communication and workplace conduct.
- Reinforcing expectations contained within Council's Code of Conduct.
- Planning and coordinating additional mandatory Code of Conduct training for employees who did not attend previous sessions.
- Continuing work to strengthen respectful workplace behaviours and communication standards.

Employee Uniform Program

A review and distribution program for Council uniforms was progressed during the reporting period.

Activities included:

- Issuing new uniforms to employees.
- Reviewing uniform requirements across departments.
- Supporting WHS and corporate presentation standards.
- Ensuring appropriate workwear availability for operational employees.

Organisational Planning

2027 Calendar of Events

Preliminary planning commenced for Council's 2027 workforce and community engagement calendar.

Activities included:

- Liaison with internal stakeholders regarding major workforce events.
- Early planning for workforce development initiatives.
- Coordination relating to the 2027 Careers Expo and associated stakeholder engagement activities.
- Identification of training, community and workforce development opportunities for inclusion within the annual calendar.

Key Outcomes Achieved

During the reporting period the People, Safety and Compliance team successfully:

- Referred two employees to the Employee Assistance Program.
- Continued implementation of WHS audit corrective actions.
- Worked collaboratively with Council's WHS Officer and external WHS Consultant on safety compliance improvements.
- Commenced assessment of WHS software solutions to improve organisational compliance.
- Monitored and managed absenteeism and employee wellbeing matters.
- Coordinated onboarding activities for new staff and trainees.
- Progressed multiple accredited training programs including forklift, chainsaw and Community Services qualifications.
- Coordinated further mandatory Code of Conduct training.
- Issued new staff uniforms.
- Undertook a personnel file audit to verify qualifications and compliance records.
- Commenced planning and stakeholder engagement for Council's 2027 events calendar.
- Continued rehabilitation and return-to-work support activities.
- Strengthened workforce capability and compliance systems across Council.

People, safety and compliance Team

CHERBOURG ABORIGINAL SHIRE COUNCIL
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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

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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 and at a rate of 85% of the role they are acting in unless lower than their current rate.
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.

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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;

DRAFT

- commencement and cessation dates;
- 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.

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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.

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.

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Economic & Community Development

ECONOMIC & COMMUNITY DEVELOPMENT REPORT

Nov 2026

Executive Report



Another load of Scheme Glass Nov2026

By Sean Nicholson – Economic and Community Development Manager.

Business Reports

Housing and Building

Please see attached building report and required decisions.

CRP Recycling

After discussions with COEX and our management we have separated our recycling operations, Chrissy B will manage all the retail operations and Andrew B will continue with the wholesale/processor operations. This will satisfy the security concerns of COEX and bring us significant cost savings with logistics routes between depots.

MRF – REFFS PROJECT

Our Processor is very limited on competent forklift drivers; we are looking for experienced operators to increase our throughput. The REFFs project work has been significantly delayed by the wet weather, when it dries sufficiently, we will progress the project. The twin ram baler is working effectively again and later this month the fibre baler is undergoing significant maintenance work.

There is a backlog of work, and we are struggling to keep up, we have recruited another 4 people from community and are looking for some more candidates to fill the summer roster.

Cherbourg Digital Service Centre

Business is ticking along, the team is happy, attendance has improved and their skills and knowledge is increasing. We have had a lot of illness amongst team members this month. Annual commercial contracts are under review January to March 2027.

Café

Kai Kai are progressing towards opening the café, a 2 x 2 lease is being prepared as agreed. The work the tenants are doing will be very positive for the Community they are working hard to get set up properly.

Joinery

We are looking for apprentices as one of our team members will be leaving soon due to family circumstances.

Other Project Information

1. Christmas lighting for the town – ordered.
2. Christmas special item – ordered.
3. Council building roofing upgrades – no progress this month.
4. Camera project – Kevin has returned from long service leave and is doing due diligence on this project.

Cherbourg Aboriginal Shire Council – Building Dept.

Building & Planning Report

November 2026









Bruce McLeod – Building Manager
Deb Jenkins – Assistant Building Manager

Contents:

1. Summary

2. QuickStart Funding Schedule 1 – Variation

3. Traineeship proposal – ONF Surveyors

4. Procurement Exemption – 3a/b Fisher St construction stage 2/3/4 – BHS Constructions

5. Progress on current new housing projects

6. FNHH/QBuild proposed 26/27 Upgrade program

7. Maintenance, Upgrades, Home Modifications

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 5 sites + additional site to meet funding agreement

Complete site preparation for 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)

RAF Pipeline – surveying, native title, procurement/tender

Fisher St subdivision – progress to procuring detailed design

Recent completions

- Site preparation of 3a/b Fisher house sites
- Stage 3 – Frame, Truss, Brickwork for 25 Broadway & 9 Bell St
- Stage 3 – Frame, Truss for 3 Bell St
- Stage 3c – Roof & Gutter for 25 Broadway, 9 Bell & 3 Bell
- SES facility – detailed site survey, updated design, site classification

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 November 26.

2. QuickStart Funding Schedule 1 – Variation

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.

Proposed Variation - Dept of Housing, Remote Capital Delivery team has communicated acceptance of a request for variation to Funding schedule 1 as below:

3a/b Oak Ave – (Platinum) Duplex 2-bed

3 Jerome St – (Gold) 5 Bed house

10 Jerome St – (Gold) 4-bed house

11 Jerome St – (Gold) 4-bed house

23 Broadway St – (Gold) 4-bed house

20 Bell St – (Gold) 4-bed house

Recommendation:

Council move a resolution approving a request for variation to QuickStart Funding Schedule 1 items – Proposal, Funding, Land, & Works encompassing the above list of sites, dwelling type, accessibility levels, for assessment & approval by Dept of Housing Public Works for the purpose of housing delivery under the Cherbourg Strategic Capital Plan.

3. Traineeship proposal – ONF Surveyors

Background:

Aiming to address skill shortages & create employment opportunities for Cherbourg youth the Building Dept. has sought opportunities for skilled apprenticeships & traineeships with the network of contractors & consultants working on housing development & delivery under the Strategic Capital Plan.

Opportunity:

ONF Surveyors have responded with a proposal to create a full-time paid traineeship opportunity based in Kingaroy commencing in 2027 with a pathway to achieving surveyor qualifications CPP20126 - Certificate II Surveying and Spatial Information Services.







ONF Surveyors are a highly respected business with locations across southeast Queensland providing surveying, drafting, planning, & project support services. Our local office ONF Kingaroy has been continuously servicing Cherbourg surveying needs including the original boundary ID surveying work in 2011 through to assisting us with our current Strategic Capital Delivery housing work, subdivision, SES facility & RAF projects.

The opportunity for a Cherbourg resident to gain a start in the professional field of Surveying with ONF Surveyors is very highly regarded by the Building Dept. ONF Surveyors have made an extraordinary effort to create a paid pathway into the professional Surveying field that enables a start at an entry level with support to progress to achieving qualifications representing an outstanding opportunity for the right candidate.

Recommendation:

Council move a resolution endorsing the Surveying Traineeship opportunity created by ONF Surveyors & invite ONF's representative to a future Council meeting to present the employment opportunity in detail.

4. Procurement Exemption – 3a/b Fisher St construction stage 2/3/4 – BHS Constructions

Background:

The 3 Fisher St site has been approved for Material Change of Use & demolition of the existing Superintendents residence. Demolition & Stage 1 site preparation works are completed ready for construction of 2x 3-bed gold accessibility houses under the Forward Remote Capital Program Funding Agreement. The 3 Fisher St site is the final site to be developed for social housing under this Funding Schedule. The construction work will be procured under the below framework, managed by CASC Building Dept:

Stage 1 – Site preparation (structural landscaper - completed)

Stage 2 – Footing & slab (builder)

Stage 2a – Drainage, water, stormwater drainage (plumber)

Stage 3 – Frame, truss, brickwork (builder)

Stage 3a – Rough in, In wall services (plumber)

Stage 3b – Electrical (electrician)

Stage 3c – Fascial-gutter, roof insulation, roof-flashings (roofer)

Stage 3d – Glazing (glaziers)

Stage 4 – Lining & finishing (builder)

Stage 4a – Fit off & final (plumbers)

Stage 4b – Kitchen & cabinets (CASC joinery)

Stage 5 – Yards & fences (structural landscaper)

This stage system enables the Building Dept. to deliver quality outcomes while maximising employment opportunities for Cherbourg residents. There are currently 2 full-time apprentices working on housing projects under Building Dept. supervision.

For the 3a/b Fisher St site it is proposed to contract BHS Constructions to complete the builders' stages 2/3/4.

At present BHS Constructions is the only available builder who Council can reasonably rely upon to facilitate delivery of this scale capital asset by completing Stage 2/3/4 on this project in our contractual timeframe with the Dept. of Housing, negating the benefit of proceeding to public tender for procurement.



Procurement Exemption:

The Qld *Local Government Regulation 2012* Part 3 Default contracting procedures S.223C Large-sized contractual arrangements identifies the classification of a large contract:

> ***S223C Large-sized contractual arrangements***
>
> *(1)A **large-sized contractual arrangement** is a contractual arrangement between a local government and a supplier that the local government expects will cost the local government, exclusive of GST, at least the minimum amount for an arrangement of that type under subsection (2) over the term of the arrangement.*
>
> *(2) The minimum amount for a large-sized contractual arrangement is—*
>
> *(a)for an arrangement entered into before 1 July 2026—$280,000; or*
>
> *(b)for an arrangement entered into on or after 1 July 2026—the minimum amount for the arrangement as adjusted and rounded under section 223E.*

The Building Dept. expects BHS construction's ex gst contract sum to be in excess of $280,000 escalated as per S.223E and accordingly requests Council to consider an exemption to the *Local Government Regulation 2012* & Cherbourg Aboriginal Shire Council Procurement Policy provision by way of approving a procurement process exemption under S.235 Other Exceptions of the *Local Government Regulation 2012*.

> ***235Other exceptions***
>
> *A local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if—*
>
> *(a)the local government resolves it is satisfied that there is only 1 supplier who is reasonably available; or*
>
> *(b)the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or*
>
> *(c)a genuine emergency exists; or*
>
> *(d)the contract is for the purchase of goods and is made by auction; or*
>
> *(e)the contract is for the purchase of second-hand goods; or*
>
> *(f)the contract is made with, or under an arrangement with, a government agency.*

Recommendation:

Council move a resolution approving the Building Dept. to enter into a large-size contract greater than $280,000.00 ex gst to complete 3a/b Fisher St stages 2/3/4 as Council is satisfied BHS Constructions is the only builder reasonably available as per S.235(a) of the Local Government Regulation 2012.

5. 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 CHMA reached.

Fisher St subdivision

- Preparing to procure for detailed design work

3a/b Fisher St

- Site prep complete
- Slabs down late November-December

2-4 Allan Douglas Ave

- 2a Allan Douglas ready for tenants early December
- 2b/4 Allan Douglas to follow - TBA

25 Broadway St/9 Bell St

- 25 Broadway St ready for tenants early December
- 9 Bell St ready for tenants early December - TBA

8 Jerome St

- Design completed, site prep commencing shortly

3 Bell SHAP

- Framing completed
- Roof on
- Lining & finishing in progress

10 Cobbo St

- Concept design completed
- Dept. proposes to excavate & retain entire site, investigation & pricing underway
- 24JAA notification in progress

50 Barber St

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

6. 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

Changes:

First Nations Housing & Homelessness (FNHH) has made a unilateral decision to modify the scope of the Upgrade program. FNHH has notified CASC the 12x planned lawn lockers will now not proceed in 2026/27. FNHH has replaced the lawn lockers within the current budget allocation with 5 tender requests for bathroom upgrades at various locations.

Response:

The Building Dept. will tender for the requested work & aim to complete all approved work within the 26/27 financial year.

Additionally, the Building Dept. will continue to pursue other funding opportunities to improve the health, safety, & energy efficiency of Cherbourg housing such as the Queensland Community Housing Energy Upgrades (QCHEU) program

8. Maintenance, Upgrades, & Home Modifications

UNPLANNED MAINTENANCE

New Jobs - 164

AHRS	10
1 hour	8
4 hour	51
24 hour	37
7 days	16
14 days	32
Council	10

Outstanding Jobs - 141

Between 121-180 days	0
Between 91-120 days	0
Between 61-90 days	21
Between 31-60 days	34
< 30 days	86

Invoices

QBuild Maintenance	$106,804.18
QBuild Upgrade/DISMOD projects	$287,848.14
Council Maintenance	$ 2,660.27
Total	$397,312.59

Annual Maintenance Spend – Budget $4,600,041

Total Claimed to date 2026/27	$ 695,329.24

NEW HOUSES

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

3 Bulgi Street – total spend $1498.78

1 Cobbo Street – completed – handed to tenant 30.10.2026

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

1 Alan Douglas Avenue – total spend $4,434.17

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	3	
In Progress	1	27 Barber Street

Major

Completed	2	
In Progress	1	5 Barambah Avenue

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 - 3

1 Jerome Street	3	Waiting contractor invoices/tenant to move in

Operations Manager's Report

Operations Department Report
October 2026

By Matthew Bock, Operations Manager
10th November 2026
Matthewb@cherbourg.qld.gov.au

Contents

Executive Summary....2

Projects....3

Town Water Mains Replacement....3

Bert Button Reservoir and Mains Replacement....3

SES Grant application....3

Barambah ave Rejuvenation project application....3

Stan Michelo drive widening project application....4

Parks and Gardens....4

Fleet Services....4

Environmental health / Animal Control....5

Water & Sewerage....7

Executive Summary

Significant progress has been achieved across Council's capital works, operational services and regulatory functions during the reporting period. Major infrastructure projects remain on schedule, with notable milestones reached in the delivery of critical water infrastructure upgrades. The Town Water Mains Replacement Project has successfully transitioned the community onto the new water main following the completion of testing and regulatory approvals. Remaining works include road restoration and construction of the final 300-metre pipeline section from the Water Treatment Plant. The Bert Button Reservoir and Mains Replacement Project is also progressing well, with reservoir construction complete, successful hydrostatic testing undertaken, and project completion anticipated prior to Christmas.

Council continues to pursue external funding opportunities to strengthen community assets and infrastructure. The SES vehicle grant application is nearing submission, while planning and cost estimation for the proposed SES shed have been completed. Preparatory work is also progressing for the Barambah Avenue Rejuvenation Project and the Stan Michelo Drive Widening Project, both aimed at improving community amenity, road safety and supporting future growth.

Operationally, Parks and Gardens staff have maintained routine service delivery standards through ongoing mowing, waste collection and cemetery maintenance activities. Improvements to cemetery presentation continue, with additional landscaping works planned for the coming month.

Fleet Services maintained a strong workload during October, completing 30 maintenance and repair jobs and servicing 12 items of plant and equipment, including three major services. Several vehicle repairs and equipment upgrades were undertaken to improve operational reliability and workplace safety. No workplace health and safety incidents were recorded during the reporting period.

Environmental Health and Animal Management operations remained focused on community compliance, animal welfare, illegal dumping investigations and environmental monitoring. Animal impoundment activities continue in accordance with legislative requirements, while planning is underway for future veterinary service visits and improvements to compliance processes. Monitoring and enforcement activities relating to illegal dumping remain ongoing.

Council's water and wastewater operations continued to achieve strong compliance outcomes, with all drinking water samples meeting regulatory standards during October. Extensive monitoring, testing and maintenance activities were undertaken across the water treatment and wastewater systems. A significant electrical fault at the Water Treatment Plant resulted in temporary operational

challenges; however, staff successfully maintained water production through manual operations until repairs were completed. Importantly, water quality remained compliant throughout the incident with no interruptions to supply or public health risks identified.

Council continues to invest in workforce capability within water and wastewater operations, with staff undertaking Certificate III and IV qualifications and receiving specialised training in water quality monitoring and treatment processes.

Overall, Council's projects, operational services and regulatory programs are progressing effectively, with no significant workplace health and safety incidents reported and key infrastructure projects remaining on schedule for completion.

Projects

Town Water Mains Replacement

Status: On schedule

Testing was carried out on the new water main. All results were sent to Water regulator and Public health unit for approval. All results passed and work was carried out to complete all cut ins. Community is now running off of the new main.

Road repairs are scheduled to be undertaken at the end of November 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. The reservoir hydrostatic and leak tests were performeds. No leaks were found. Newlands is currently fitting out the dosing shed with the required equipment, and installation of the security fencing is scheduled for November.

Project completion projected to be the week before Christmas.

SES Grant application

Status: On schedule

The application for the purchase of an SES vehicle is nearly ready for submission with all the quotes obtained.

The SES shed has been designed and priced. The application is in progress

Barambah ave Rejuvenation project application

Status On Schedule

Quotes have been gathered and submission is being written by Peak services. Building our regions grant has not yet opened

Stan Michelo drive widening project application

Status: On schedule

A submission is being prepared to widen and straighten the Stan Michelo drive to improve safety and strengthen the road to accept heavy vehicle loads. Quotes are being obtained. This grant is open until February 2027.

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

- 30 Jobs were completed for the month of October this included services and repair work
- 12 Vehicles and plant equipment received their annual scheduled services including 3 major service
- Replaced shackle bushes on painters ute
- Replaced radiator hoses and coolant on operations ute
- Repaired engine wiring on dumping officers ute
- Carried out fuel pump repairs on old MRF forklift
- Replaced slasher blades
- Fit reverse camera to new utes
- Carried out COI on Dog trailer and completed roadworthy repairs
- Repaired PTO on 16T Tipper
- Replaced door glass on garbge dump Bobcat
- Replaced headlight assembly on builders truck
- Repair of cages for MRF WHS requirements
- Stolen ASX has been repaired and removed from written off vehicle listing and returned to service as training vehicle.

Issues

Nil

Damage Report

- Door glass on garbage dump Bobcat smashed due to impact
- Headlight assembly on builders truck smashed due to collision

Workplace Health & Safety Incidents

Nil

Training Updates

Nil

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
    - **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**
- **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
    - Open Incident Electrical malfunction
- ALL DRINKING WATER samples were compliant in the month of October
- **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 October 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:

On Sunday night 25th October the Water treatment plant went into a fault mode. On Monday morning the water treatment plant would not start and run. Operators were unable to make water. Electrician was called. A process of elimination took place and found that THE CHLORINE Gas detector module was faulty. The water treatment plant had to run in manual mode, with water operators working around the clock as there were no shutdowns for out-of-spec results.

Inspection revealed that the SCADA PLC digital input card was damaged causing a full plant shut down. Council does not have spares for these components, and a new card was delivered on site on Thursday the 29th. With remote guidance from a computer engineer, the electrician fixed the fault and restored the water operations at the water plant.

Staffing & Training:

- South Burnett Shire Council staff are collaborating with us as part of the Water Industry Operator Training. The Traineeship is currently being provided by Enviro Check Australia Pty. The Training once completed will provide Staff with a certificate Level 3 in the Water Industry.
- Training has been provided by Taylor Beasley from, Darling Downs Public Health Unit & Cherbourg's Manger of Water & Waste Stuart Battese to ensure staff can competently conduct laboratory jar testing and complete daily water sampling.

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.
- Ongoing Training and development to ensure Operators and trainees are qualified and confident in operating WTP and WWTP

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 Repair

Community Services Report

COMMUNITY SERVICES DEPARTMENT REPORT

October – November 2026



Edwina Stewart, Community Services Manager

Sport & Recreation

A new Sport and Recreation Manager has commenced during the reporting period.

A meeting is scheduled in the coming weeks with Mal Muir from Kings School to discuss and establish a potential netball partnership.

The men's and women's rugby teams will be utilising the gym throughout the training season. The men's team has requested a structured training program focused on functional fitness to improve strength, conditioning and agility, while avoiding excessive muscle bulk.

It is proposed that a formal booking system be introduced for the Sports Complex whereby:

A fee is charged for exclusive use of the entire complex; and

All players are required to hold a current gym or facility membership.

To improve payment accessibility and service delivery, consideration should be given to installing an EFTPOS machine at reception to facilitate gym memberships, casual gym payments, and future sales of healthy snacks and drinks.

Limited progress has been made in relation to the Jundah Gym and associated programming; however, this remains a priority and is currently on the Sport and Recreation Manager's work plan.

The Sports Complex sheds have undergone a complete clean-out. Broken, obsolete and unwanted items have been removed, and all remaining equipment has been organised and stored appropriately to improve accessibility, maintain clear emergency exits and support the planning and delivery of children's programs.

To improve accessibility for community members, gym operating hours will be extended to include before and after work hours. A rostering system will be introduced to support these extended operating arrangements.

Individual fitness programs have been developed for two Jundah Gym members. One participant has also received practical instruction on correct equipment use and the most suitable exercise program to achieve their goals.

Positive relationships continue to be developed with Jundah women, local young men and other gym users. Community members have been advised that support is available at any time for exercise programming, gym orientation and general fitness advice.

REC and Jundah staff have been requested to commence planning and programming for upcoming school holiday activities. The Sport and Recreation Manager will assist with and oversee program development. Any resource requests will be submitted for approval through appropriate management channels.

A productive meeting has recently been held with the Principal of Silver Lining School. Opportunities will be explored in 2027 to strengthen engagement and create pathways for students to utilise the Sports Complex and participate in programs.

Current participation numbers include:

Approximately 20 male gym members;

Approximately 20 female gym members; and

An average of more than 75 children attending the after-school program.

Upcoming Sports Complex bookings include:

CRAICCHS Elders Program;

Women's Rugby Team training;

Hornets Men's Team training;

Skateboarding workshop; and

Indigenous Business Event.

The department will continue working toward the delivery of a safe and engaging school holiday program for local children and young people.

Youth Advisory Group (YAG)

Produce from the Syntropic Farm, including carrots and onions, has been harvested and distributed for community trial and consumption. Additional production is progressing, with eggs expected soon and new crops including tomatoes, beetroot, cucumbers, potatoes and zucchinis currently being grown.

A partnership has also been established with local business owner Murgon Fruit Mart. Through this arrangement, produce grown locally can be supplied to support the business, while any fruit and vegetables not available through the farm can be sourced from Murgon Fruit Mart to support community access to fresh produce.

A proposal has been developed for Council's consideration regarding the integration of a YAG Coffee Van to provide additional community services and support opportunities within Cherbourg.

Employment outcomes achieved during the reporting period include:

Four community members commencing with the mowing and yard maintenance crew; and

Two additional community members commencing work at the Syntropic Farm.

Indigenous Knowledge Centre (IKC)

The First 5 Program continues to be delivered each Wednesday, alongside the Women's Weaving Program.

The after-school program remains well attended, with participants enjoying access to Xbox gaming and other recreational activities.

Community members continue to utilise the tablets and computers available at the IKC for job searching, email access, Centrelink management and other personal business. Service providers are also regularly using the facility to conduct meetings and deliver programs.

Cherbourg Radio

Cherbourg Radio has identified succession planning as a key strategic priority. Plans are underway to progressively mentor and develop a suitable staff member to assume future leadership responsibilities. This initiative aims to strengthen workforce capability, support operational continuity and ensure the long-term sustainability of the station.

The station continues to deliver reliable broadcasting services, including local news, music programming, interviews, sporting coverage and community announcements.

Community engagement remained a significant focus throughout the reporting period. Staff supported the Kingaroy CRP Back-to-School BBQ, attended the Cherbourg Career Expo, and covered Valerie Matthews' play Stolen Childhood, including a video interview with Valerie.

The station also demonstrated operational resilience during a recent power outage. Backup generators at both the station and transmission tower activated successfully, enabling Us Mob FM to remain on air without interruption.

This successful test of backup power systems provides confidence that the station is well prepared to maintain broadcasting services throughout the upcoming wet weather and storm season.

Sponsorship

Sportspower Murgon has renewed its sponsorship agreement with the station under a Basic Sponsorship Package.

Murgon Services League has upgraded from a Basic Sponsorship Package to a Business Booster Package, resulting in increased sponsorship exposure through on-air advertising.

Existing Spots and Space advertising bookings continue as normal.

Interagency (CAG) – Cherbourg Action/Advisory Group

The following matters continue to be progressed through the Interagency Group:

- Health & Housing – Draft Plan attached;
- Law & Order – Minutes attached;
- Education & Employment – Minutes attached; and
- Community Engagement – Community Protocol.

General Business

The annual Christmas Fair is scheduled for:
Thursday, 17 December 2026
3:00 pm - 7:00 pm
Jack O'Chin Football Grounds

Endorsement required for:

- Health & Housing Plan
- Community Protocols
- Funding support for YAG Coffee Van Proposal
- Approve the installation of an EFTPOS machine at reception to facilitate gym payments and future purchases of healthy snacks and drinks.

This concludes my report for the period of October-November 2026.

Edwina Stewart
Community Services Manager

Meeting minutes

Date	16th September 2026
Meeting	Community Action Group – Law and Order
Venue	Cherbourg Indigenous knowledge Centre – IKC
Chairperson	Clarrisa Hastie
Minute taker	Cassandrah Bond

Attendees	Cassandrah Bond (CWIC), Clarissa Hastie (DFSDSCS), Ann-Maree Gile (Corrections),Matt Donaldson (Cherbourg QPS), Steve Pasene (YJ), Kenneth Gyemore (BLJG / Murinjarn)
Apologies	Darrie Lee (BLJG)

No.	Topics/agenda items	Decisions/agreed items	Responsible officer	Action items due
1.	Welcome / Acknowledgement to Country	Welcome to Country.	Cassandrah Bond (CWIC)	No further actions
2.	Sorry Business	Minute silence	Cassandrah Bond (CWIC)	No further actions

3.	Previous minutes	**Purpose of meeting:** The Purpose of the Meeting is to bring together organizations that are Currently part of, or should be part of, the community Action Group (CAG) – Law and Order. The meeting will focus on Strengthening Collaboration between services in Cherbourg and ensuring that organizations are working together effectively to best support the community. **Meeting time and location:** 1pm, Tuesday the 18th of August 2026 Cherbourg Aboriginal Shire Council Chambers Conference room. **Attendees:** Stacey Taylor (CTC), Cassandrah Bond (CWIC), Matt McDonald (Cherbourg QPS), Ann-Marie Gile (Community Correction) via TEAMS, Steve Pasene (YJ) Cherbourg Aboriginal Shire Council Cr Bruce Simpson – Mayor, Cr Tom Langton, Cr Daniel Weazel, Chatur Zala – CEO **Apologies:** Clarrisa Hastie (DFSDSCS),Chris Donovan (QPS) **Agenda:** • Welcome from Mayor Simpson and Introductions • The purpose of the community Action Group (CAG) – Law and Order. • Council's expectations of the group and participating organisations. • Existing partnerships and opportunities for stronger collaboration. • Indenting practical ways for services to work together more effectively across the community. • Intended outcomes of meeting • A shared understanding of the role and purpose of the CAG – LAW and Order. • Clear expectations around Participation, communication and collaboration. • Identification of what is service can do to create opportunity in strengthening partnerships and reduce service gaps or duplications. • Come to an agreement on next steps to support the ongoing collaboration. between services to best service the community.	All CAG Members	**Action:** Review the current Community Safety Plan to ensure it reflects emerging community safety priorities, current service needs and identified gaps. **(ongoing)**

4.	Set meeting schedule	Third Wednesday of every month 1pm, location Cherbourg Indigenous knowledge Centre (IKC)	Cassandrah Bond (CWIC)	No further actions

5.	Development of Justice map	• Steve Pasene (YJ) – - **Identify key audiences for map access:** Determine who would benefit from accessing the maps, including community members, service providers, council representatives and other relevant stakeholders. - Develop two versions of the maps: Consider creating two accessible maps to meet different needs: Community map: Provide clear, accessible information for community members about available services, locations and relevant support. Service provider map: Include more detailed information to support service coordination, referrals, collaboration and service planning. • - **Increase transparency around services and correctional processes:** Facilitate information sessions with council, community members, service providers and other relevant stakeholders to unpack and explain service delivery processes and correctional services information. • - **Maximise visibility and understanding:** Use these information sessions to improve awareness of available services, clarify roles and responsibilities, address community questions and strengthen communication between stakeholders. • - **Encourage ongoing collaboration:** Establish opportunities for regular feedback and updates to ensure the maps and information shared remain accurate, relevant and accessible to both the community and service providers.	Develop two versions of the maps: Consider creating two accessible maps to meet different needs. **(ongoing)**

6.	Gambling	• Ping – identified money is being used as much as $50 • Pokies – online and local pubs	NA	• Resources to promote the effect and harm of gambling to community, utilities local platforms. • Helpline – counselling services, budgeting courses, hotline. • QPS – school education and target age specific
7.	Review of Community Safety Plan	Reviewed. No further discussions	NA	No actions arising

8.	Other Business	• Matt Donaldson –(Cherbourg QPS), – - **Workforce capacity:** Two new staff members are expected to commence in the coming months. This additional staffing may help strengthen Policing within the community and surrounding. • Steve Pasene -(YJ) - **Statewide review:** A statewide review is currently underway. Further consideration is needed regarding the implications for local service delivery, coordination and support pathways for young people. - **Youth on the SORI list:** There are currently 12 young people on the SORI list, with limited or no progression reported. Review current barriers, identify gaps in support and strengthen coordination between relevant services to improve outcomes. - **Service provision and engagement:** Review current service delivery arrangements, including the effectiveness of existing approaches to engaging and supporting young people, to ensure services are responsive to their needs. - **72-hour release planning:** Strengthen the 72-hour release planning process for young people who are not currently engaged in work, education or other structured activities. Ensure release plans identify immediate support needs, suitable referrals and pathways to meaningful engagement in the community. - **Financial responsibility and accountability:** Explore clear expectations regarding the financial responsibilities of parents and young people when participating in mandated cost associated service access e.g. Counselling. Clarify who is responsible for associated costs, how accountability will be managed, and what provisions are required to ensure financial barriers do not prevent young people from accessing mandated support.	

Meeting closed	2:30pm
Next meeting	21st October 2026

Outstanding action items from previous meetings	Date requested	Responsible members	Status / next steps

Action area 3: Community Law & Order			
Community priorities	**Action**	**Responsibility**	**Performance indicators**
Local Justice Initiatives	To sort a service map of funded organisations **(Ongoing)**	All CAG members	
Gambling	Educational resources to promote to community and surroundings **(ongoing)**	All CAG members	
Community & Domestic Violence	Domestic and family violence training opportunities – 2026 Calendar shared to service providers.	All CAG members	
Drugs & Alcohol	Educational resources to promote to community and surroundings **(ongoing)**	All CAG members	
Increase the cultural competency of QPS		All CAG members	
Increase community policing/PLOs	Recruitment underway two new staff to start in coming months. **(ongoing)**	All CAG members	
Promote community policing to encourage the community to work with QPS to identify drug supplies	Recruitment underway two new staff to start in coming months. **(ongoing)**	All CAG members	
Accountability	Increase transparency around services and correctional processes: Facilitate information sessions with council, community members, service providers and other relevant stakeholders to unpack and explain service delivery processes and correctional services information. **(Ongoing)**	All CAG members	
AMP	Reviewed. no action arising.	All CAG members	
Why are police houses vacant? Community overcrowded	Allocated Community QPS Housing currently filled by Community Police officers. **(Closed)**	All CAG members	

Proposal for Additional Council Funding

Cherbourg Community Coffee Van Project

Submitted by:

Edwina Stewart

Director Community Services

Cherbourg Aboriginal Shire Council

Executive Summary

We are seeking Council support of **$68,135** to enable the delivery of the **Cherbourg Community Coffee Van Project**, an innovative social enterprise designed to create training, employment, and community engagement opportunities for local people.

The project has already secured **$50,000 in funding from the National Indigenous Australians Agency (NIAA)**. However, the total project cost of purchasing and fitting out a fully compliant mobile coffee van is **$118,135**, leaving a funding shortfall of **$68,135**.

This initiative will bring together young and elderly community members in Cherbourg to learn, work, and support one another while providing a much-needed service to the community. The project will foster intergenerational learning, build practical skills, create employment pathways, and improve access to affordable refreshments and healthy snacks. Subject to funding approval, we aim to have the coffee van fully operational and servicing the community by **June 2027**.

Project Overview

The Cherbourg Community Coffee Van Project aims to establish a mobile café operated by local people who will receive practical training and mentoring in:

- Barista skills
- Food preparation and handling
- Customer service
- Stock ordering and management
- Financial literacy
- Small business operations
- Workplace health and safety

The project will create opportunities for intergenerational learning, where older people can mentor younger participants while building skills, confidence, and community pride.

Community Need

A significant challenge facing the Cherbourg community is limited access to essential goods and services. Currently, no permanent cafes or retail food outlets are operating within the community, requiring many residents to travel approximately 7 kilometers to Murgon to purchase everyday necessities such as bread, milk, fresh fruit and vegetables, snacks and takeaway meals.

Many residents experience transportation barriers and may not have regular access to private vehicles. This particularly affects Elders, people living with disability, young families, and residents experiencing financial hardship. The lack of transport can create barriers to accessing healthy food, essential household items, employment opportunities, and social activities.

The Cherbourg Community Coffee Van Project has been designed to address these challenges by operating more than a mobile coffee service. The project will provide a mobile community enterprise capable of delivering refreshments, healthy food options, and essential items directly to residents throughout the community.

The service will be able to travel throughout Cherbourg, visiting neighbourhoods, workplaces, community facilities, sporting venues & events, and attending community events and celebrations.

The van will provide:

- Quality coffee and hot beverages
- Cold drinks and refreshments
- Healthy snacks
- Morning teas and lunches
- Light meals for workers and community members
- Fresh bread and milk
- Fresh fruit and vegetables
- Healthy takeaway food options

The project also presents an opportunity to establish partnerships with local suppliers, including the Cherbourg Syntropic Farm and the Murgon Fruit Mart, creating a sustainable supply chain that supports local producers while improving access to affordable and nutritious food within the community.

By delivering these services directly to residents, the project will reduce transport barriers, improve food security, and provide a practical community-based solution to everyday needs.

Project Benefits

Employment and Training

The project will:

- Create pathways into employment and self-employment
- Develop practical and transferable workplace skills
- Increase confidence and participation in the workforce
- Provide hands-on business experience

Community Wellbeing

The project will:

- Encourage positive social interaction

- Strengthen relationships between generations
- Promote healthy food and beverage options
- Increase community participation at local events

Long-Term Sustainability

The coffee van will operate as a social enterprise, generating income that can contribute to:

- Ongoing operating expenses
- Future training opportunities
- Community development initiatives
- Additional employment pathways

Project Costs

Item	Cost
Kia PV5 Electric Cargo Van	$53,135
Coffee Van Fit-Out (including coffee machine, refrigeration, water systems and certified installation)	$65,000
Total Project Cost	$118,135

Funding Secured

Funding Source	Amount
National Indigenous Australians Agency (NIAA)	$50,000

Funding Requested

Funding Source	Amount
Council Contribution Requested	$68,135

Project Timeline

Project Goal

To establish and launch a fully operational community coffee van that provides training, employment pathways, and affordable refreshments to the Cherbourg community, with service delivery commencing by **June 2027**.

Phase 1: Project Approval and Funding

January 2027 – February 2027

Activities

- Receive Council funding approval.
- Confirm project budget and funding agreements.
- Establish project governance and reporting framework.
- Finalise vehicle specifications and fit-out requirements.
- Obtain necessary approvals and permits.

Outcomes

- Full project funding secured.
- Procurement process ready to commence.
- Governance and compliance arrangements established.

Phase 2: Procurement and Vehicle Ordering

February 2027 – March 2027

Activities

- Order Kia PV5 Electric Cargo Van.
- Confirm registration and insurance requirements.
- Engage approved coffee van fit-out supplier.
- Confirm equipment specifications, including:
    - Commercial coffee machine
    - Refrigeration units
    - Water storage and filtration systems
    - Point-of-sale equipment
    - Storage and workspace design
- Develop branding and promotional materials.

Outcomes

- Vehicle and equipment procurement underway.
- Service branding and marketing concepts developed.

Phase 3: Vehicle Fit-Out and Compliance

March 2027 – April 2027

Activities

- Delivery of vehicle to fit-out provider.
- Installation of coffee equipment and refrigeration.
- Installation of water and electrical systems.
- Food safety and WHS compliance inspections.
- Certification of equipment and installations.
- Registration and final inspections completed.

Outcomes

- Fully fitted and compliant mobile coffee van.
- Operational systems installed and certified.

Phase 4: Recruitment and Training

April 2027 – May 2027

Activities

- Recruit project participants, focusing on young and elderly women.
- Deliver training in:
    - Barista skills
    - Food safety and hygiene
    - Customer service
    - Point-of-sale systems
    - Ordering and stock control
    - Financial literacy
    - Small business operations
    - Workplace Health and Safety
- Develop operating procedures and service schedules.

Outcomes

- Participants trained and work ready.
- Operational procedures established.
- Mentoring relationships developed between younger and senior participants.

Phase 5: Trial Operations

May 2027

Activities

- Conduct a soft launch at Council facilities and community locations.
- Test service delivery processes and workflows.
- Gather customer and community feedback.
- Refine operating procedures and schedules.

Outcomes

- Staff gain practical operational experience.
- Any operational issues resolved prior to launch.
- Community awareness and excitement generated.

Phase 6: Official Launch and Community Operations

June 2027

Activities

- Official community launch event.
- Commence regular service delivery throughout Cherbourg.
- Attend community events, sporting activities, workplaces, and markets.
- Provide ongoing mentoring and participant support.
- Begin performance monitoring and reporting.

Outcomes

- Cherbourg Community Coffee Van fully operational.
- Training and employment opportunities activated.
- Improved access to refreshments and healthy snack options.
- Sustainable community enterprise established.

Milestone Summary

Milestone	Target Date
Council Funding Approved	February 2027
Vehicle Ordered	March 2027
Fit-Out Commences	March 2027
Vehicle and Equipment Certified	April 2027
Recruitment Completed	April 2027
Training Completed	May 2027
Trial Operations Commence	May 2027
Official Community Launch	June 2027

Value for Money

Following consultation with suppliers, a new **Kia PV5 Electric Cargo Van** has been identified as the most cost-effective and sustainable option.

Benefits include:

- Greater reliability than a used vehicle
- Reduced maintenance costs
- Longer asset life
- Manufacturer warranty
- Lower operating costs
- Environmental sustainability
- Full compliance with workplace health and safety requirements

The proposed coffee van fit-out includes certified commercial equipment that meets all food safety and WHS standards, ensuring the project can operate safely and professionally from commencement.

While a used vehicle and equipment may present a lower upfront cost, investing in a new vehicle and certified fit-out will provide significantly greater long-term value, reliability, safety, and operational sustainability.

Expected Community Outcomes

By June 2027, the project will deliver:

✓ A fully equipped and compliant coffee van operating within Cherbourg

✓ Employment and training opportunities for local women

✓ Increased community engagement and social connection

✓ Intergenerational mentoring and knowledge sharing

✓ Access to quality coffee, beverages, and healthy snack options

✓ Skills development in business operations and financial literacy

✓ A sustainable social enterprise generating local economic activity

✓ Improved confidence, wellbeing, and workforce participation among participants

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Request for Council Support

With NIAA funding already secured, Council's contribution of **$68,135** will enable the project to be fully delivered and operational.

Council's investment will leverage existing Commonwealth funding and create a lasting community asset that delivers social, economic, and employment outcomes for the Cherbourg community. This project represents a practical and sustainable opportunity to support local women, strengthen community connections, and create a positive social enterprise that will benefit residents for years to come.

We respectfully request Council's consideration of this proposal and welcome the opportunity to discuss the project further.

Thank you for your consideration.

Yours sincerely,

Edwina Stewart

Director Community Services

Cherbourg Aboriginal Shire Council

Community Protocol

Protocol for entering Cherbourg and engaging with Council and community

1. Purpose and Scope

This protocol sets out how visitors, government agencies, service providers, contractors, researchers, media and other organisations are expected to enter Cherbourg and engage with the Cherbourg Aboriginal Shire Council and the Cherbourg community. It exists to protect the community, its people, culture and privacy, and to make sure every visit and partnership begins with respect.

It applies to anyone coming into the Cherbourg community for work, meetings, events, service delivery, research, filming or any other purpose. Protocols may differ between Aboriginal and Torres Strait Islander communities, and between people within a community, so this document reflects the expectations of Cherbourg specifically.

2. Acknowledgement of Country and Community

Cherbourg is on the traditional Country of the Wakka Wakka people. We pay our respects to the Wakka Wakka Traditional Owners, and to Elders past and present.

Cherbourg is also home to Aboriginal people who were forcibly removed and brought from many different parts of Queensland and northern New South Wales to the settlement, then known as Barambah, from the early 1900s. Many tribes, one community: today's Cherbourg community holds many family, clan and language connections. Visitors should understand this history, and acknowledge both the Wakka Wakka Traditional Owners and the many Nations and families who have made Cherbourg their home.

Suggested acknowledgement for meetings and events:

> *We acknowledge the Wakka Wakka people as the Traditional Owners of the Country on which Cherbourg stands. We pay our respects to Elders past and present, and to the many Nations and peoples who have made Cherbourg their home across generations.*

A Welcome to Country is given by Traditional Owners and is an invitation to enter their Country. Where a Welcome to Country is offered, respect it by being present on time and listening in silence. Do not ask for one without first speaking to Council.

3. Before You Arrive

1. **Contact Council first.** Notify the Council office of your visit before you travel. Provide your name, organisation, the purpose of your visit, who you wish to meet, the dates and times, and the number of people attending.
2. **Allow time.** Request meetings well in advance. Do not expect immediate responses, and be flexible if a meeting needs to move.

3. **Check the community calendar.** Avoid scheduling visits during Council meetings, funerals, Sorry Business, NAIDOC Week, community events and other culturally significant times unless Council has agreed.
4. **Learn about Cherbourg.** Read about the community's history, its Council and its people before you visit, so that Elders and community members are not asked to explain the basics to you.
5. **Know your purpose and what is negotiable.** Be clear about what you are asking for, what is already decided, and what the community can influence. Do not make promises you cannot keep.
6. **Check requirements.** Confirm any current alcohol restrictions, access requirements and safety information with Council before you travel. Contractors and staff should carry valid identification and, where required, a current Working with Children Check (Blue Card).

4. On Arrival

- **Report to the Council office first,** at 22 Barambah Avenue, before beginning any business in the community. Council hours are Monday to Thursday 8:30 am – 5:00 pm and Friday 8:30 am – 12:00 pm.
- **Introduce yourself** to the Council representative, state your purpose and confirm who you will be meeting and working with.
- **Sign in** and confirm your contact details, accommodation and departure time so that Council can reach you.
- **Confirm the plan.** Check that the agenda, locations and timings still suit, and ask whether anything has happened in the community that should change your plans.
- **Stay within agreed areas.** Only go where you have been invited or where your work requires you to be. Homes and private property are not open to visitors unless the resident invites you.

5. Engaging with Council

Cherbourg Aboriginal Shire Council is the local government for the community, led by the Mayor and Councillors with the Chief Executive Officer (CEO) responsible for the administration of Council. Council is the voice of the community in dealings with government, industry and other organisations.

- **Use the right channel.** Send requests to meet with the Mayor or Councillors through the CEO's office. Do not approach individual Councillors privately to seek decisions or support for proposals.
- **Put proposals in writing.** Provide a short written briefing that explains who you are, what you propose, the benefits and risks for the community, and what you need from Council. Council decisions are made at Council meetings, so allow time for consideration.
- **Respect Council decisions.** Council may need time to consult with Elders and the community. A delay is not a refusal, and you should not pressure Council for a quick answer.
- **Prioritise local employment and enterprise.** Where your work allows, discuss opportunities for local employment, training, suppliers and Council services such as building, joinery and farm services.
- **Work with Council, not around it.** Do not make agreements with community organisations, families or individuals on matters that need Council's approval, and keep Council informed of any engagement you carry out in the community.

- **Keep Council informed.** Provide agreed updates, reports and outcomes, and give Council the opportunity to review materials that refer to the community before they are published.

6. Engaging with the Community

6.1 Elders and Community Leaders

- Elders hold cultural knowledge and authority. Greet and acknowledge Elders first, introduce yourself, and let them lead the conversation.
- Ask Council who the appropriate Elders, families and community organisations are for your topic. Do not assume that one person speaks for the whole community.
- Never ask Elders or community members for cultural or personal information without prior agreement through Council.
- Where Elders or community members give their time and knowledge, recognise this appropriately, as agreed with Council in advance.

6.2 Communication

- **Listen first.** Take time to yarn, build trust and understand the community's views before presenting your own. Allow silence and do not rush to fill it.
- **Speak plainly.** Use clear, everyday language and avoid jargon and acronyms. English is the main language spoken, but check whether an interpreter or a family member's support is wanted.
- **Be patient and flexible.** Meetings may start late, run longer or be postponed because of family or cultural responsibilities. Community priorities come before schedules.
- **Respect different communication styles.** Eye contact, direct questioning, physical contact and greetings can have different meanings. Follow the lead of the person you are speaking with, and avoid being overly direct or asking many questions in a row.
- **Be honest and follow through.** Say what you can and cannot do, and do what you say you will do. Report back to the community on what was heard and what happened as a result.

6.3 Photography, Filming, Media and Research

- Do not photograph, film or record people, homes, children, cultural sites or events without free, prior and informed consent from the people involved and approval from Council.
- Do not post about the community, its people or its events on social media without permission.
- Media enquiries and media visits must be arranged through Council. Council will advise who is authorised to speak on behalf of the community.
- Any research or data collection requires Council approval and ethics clearance, and must respect Indigenous Cultural and Intellectual Property (ICIP). Community members keep ownership of their stories, images, knowledge and data, and research findings must be shared back with Council and the community.
- Be aware that some images and names of deceased persons may cause distress. Check with Council and family before using them.

7. Sorry Business

Sorry Business is the period of mourning and funeral activities following a death in the community. It takes priority over everything else.

- Council will advise visitors when Sorry Business is occurring. Meetings and non-essential business may be postponed or cancelled at short notice, and visitors should accept this without question.
- Essential services continue as usual.
- Keep noise, music and activity low near the family and funeral locations, and do not take photographs or film.
- The names and images of deceased people may not be used for a period of time. Ask Council for guidance.
- Offer condolences respectfully if appropriate, but do not intrude on families. Do not attend a funeral unless you are invited.

8. Behaviour and Conduct

Please do	Please do not
Introduce yourself and say who you are and why you are here.	Arrive unannounced or begin business before reporting to Council.
Dress neatly and modestly, and wear clothing and footwear suited to the work and weather.	Wear clothing with offensive slogans or images.
Ask permission before entering any home, yard, meeting place or cultural site.	Trespass, or enter or photograph private property without permission.
Treat all community members, including children and young people, with courtesy and dignity.	Make assumptions or generalisations about Aboriginal people or the community.
Follow all laws, Council policies and your own organisation's code of conduct.	Use offensive language, or make jokes or remarks about race, culture or history.
Be open to feedback and to being corrected.	Take, collect or remove items, plants, animals or artefacts from Country.

9. A Culture of Respect

Respect is the foundation of every visit to, and partnership with, Cherbourg. It means recognising the people, history, culture and authority of the community, and showing this through what you say and do, not only through what you avoid. Everyone who engages with Council and the community is expected to help build and maintain a culture of respect.

- **Respect people.** Treat every community member, including Elders, children and young people, with courtesy, dignity and patience. Listen to understand, and do not make assumptions or generalisations about individuals, families or the community.
- **Respect Elders and cultural authority.** Acknowledge Elders first, let them lead, and recognise that cultural knowledge belongs to the people who hold it. Seek guidance through Council before asking for cultural or personal information.
- **Respect Country and history.** Acknowledge the Wakka Wakka Traditional Owners and the many Nations and families who call Cherbourg home. Take the time to learn the community's history, and do not take or remove items, plants, animals or artefacts from Country.
- **Respect culture and cultural protocols.** Observe Welcome to Country, Sorry Business, NAIDOC Week and other significant times as directed by Council. Community priorities and cultural responsibilities come before schedules.
- **Respect privacy and ownership.** Seek free, prior and informed consent before photographing, filming, recording or sharing stories, images or information. Community members keep ownership of their stories, knowledge and data.
- **Respect Council and community decision-making.** Work through Council, allow time for consultation, and accept decisions and delays without pressure.
- **Respect each other.** Visitors, Council staff and community members are all expected to behave with honesty, fairness and integrity. Racism, discrimination, harassment, bullying and offensive language or humour will not be tolerated.
- **Speak up and be open to feedback.** If you see or experience disrespectful behaviour, report it to Council. If you are told that something you have said or done was disrespectful, listen, apologise where appropriate and change your behaviour.

10. Alcohol, Drugs, Safety and Wellbeing

- Do not bring alcohol or illegal drugs into the community. Check current alcohol restrictions and limits with Council before you travel, and comply with them in full.
- Staff and contractors must follow their organisation's drug and alcohol policy and must not attend work under the influence.
- Follow all road rules, speed limits and signage. Take particular care around children, animals and pedestrians.
- Do not bring pets into the community unless Council has approved it.
- Report any safety concerns, incidents or injuries to Council as soon as possible.
- Look after yourself. If a conversation or event is distressing, take time out and ask Council about available supports.

11. Leaving the Community and Following Up

- **Check out with Council** before you leave, to let them know your visit is finished and to share what you achieved.
- **Say thank you** to the people who hosted, guided or worked with you.
- **Follow up promptly** on any commitments made, within the timeframe you agreed.

- **Report back** in writing to Council, and in plain language to the community, about what was heard and what will happen next.
- **Maintain the relationship.** Regular, respectful contact and return visits build trust. Visits that are one-off or only occur when something is needed will damage it.
- **Give and invite feedback.** Council welcomes feedback, suggestions and complaints about how visitors have behaved or how this protocol is working.

12. Key Contacts

Contact	Details
Cherbourg Aboriginal Shire Council	22 Barambah Avenue, Cherbourg QLD 4605 Phone: (07) 4168 1866 Hours: Mon–Thu 8:30 am – 5:00 pm, Fri 8:30 am – 12:00 pm
Chief Executive Officer	ceo@cherbourg.qld.gov.au
Mayor	mayor@cherbourg.qld.gov.au
Website	cherbourg.qld.gov.au

13. Visitor Commitment

By entering Cherbourg and engaging with Council and the community, I agree to follow this protocol. I will respect Country, Elders, culture and community members, work through Council, and act with honesty and integrity.

Name:	
Organisation:	
Purpose of visit:	
Signature:	
Date:	