



CHERBOURG HEIGHTENED RESPONSE Final Report

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7 February 2019

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RTI RELEASE

CHERBOURG HEIGHTENED RESPONSE

Background

In April 2018 the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) commenced development of the Cherbourg Heightened Response (CHR) in consultation with the Cherbourg Aboriginal Shire Council (CASC), government agencies, community organisations and community. Stakeholders agreed the CHR requires a concise and coordinated response between key government agencies, CASC, South Burnett Regional Council (SBRC) community leaders and community.

As a result of the learnings from, and outcomes achieved in the Aurukun community, which was supported by the appointment of a Senior Government Co-ordinator, I was appointed to the position of Senior Government Coordinator Cherbourg in August 2018 for a period of six months to assist with the implementation and coordination of the Whole of Government strategy. My position reported directly to the Director-General (DATSIP).

I have consulted and engaged with all levels of government and non-government service providers, elected officials and community groups to develop and implement strategies focused on restoring community wellbeing and creating community cohesion and harmony.

I regularly engaged with the Cherbourg Aboriginal Shire Council (CASC), the South Burnett Shire Council (SBSC) and non-government organisations and community groups to ensure whole-of-community input into the government's response to social and economic issues impacting on the communities.

I worked closely with acting Inspector Scott Stahlhut of the Queensland Police Service (QPS), whose role is to effectively co-ordinate police services in the Cherbourg/Murgon area, while providing collaborative support to ensure broad stakeholder engagement.

A key theme emerging from our broad consultation and engagement with the community was they felt that decisions relating to their wellbeing, were made without any input from themselves. This often resulted in services being implemented and sometimes not focused on addressing their specific issues. Many stakeholders indicated a strong desire for a major shift towards community decision-making and accountability. This finding is consistent with the Queensland Productivity Commission (QPC) Report and other reviews which have been undertaken by various entities. There have already been numerous prior reviews on the needs in these communities.

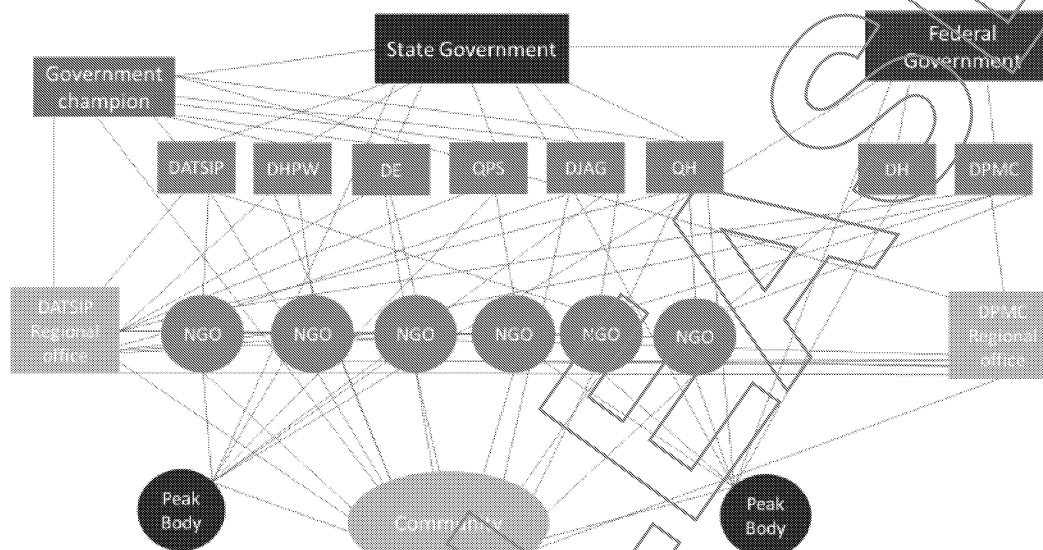
Having familiarised myself with the recent QPC Report delivered to Government in 2017, my observations and findings are very similar to the Report and I concur with the Report recommendations.

In relation to evaluating and assessing the current services provided by State and Australian Governments and the large number of NGOs, I have determined a similar conclusion to the QPC

Report that the network of services is very complex and challenging to establish if they are working effectively or not.

An example of this network is the following mapping (Fig. 1) which shows only a subset of the departments, authorities and NGOs involved in service delivery, design and coordination.

Figure 1 – Current Model of Service Delivery



Sourced from Queensland Productivity Commission Report

Non government Organisations (NGOs)

An attempt has been made to map the many government organisations and non-government organisations, with a view to identifying services provided, executive and management structure, funding sources, KPIs, current programs and initiatives and outcomes. Also to find whether there are competing interests and/or duplication of services. This process hasn't been straightforward as the majority of NGOs are not required to release such information. Some NGOs appear to be providing an essential service and appear to be complying with the terms of their funding, however the onus must be on the respective government departments to set effective KPIs and to ensure compliance. Consultation with CASC and community leaders will also reduce duplication of services.

The Barambah Justice Group for example have provided a transparent overview of their organisation. Other organisations like CTC have a strong reputation and sound track record and have developed strong operational and fiscal management teams. The organisations achieving the best outcomes are localised (Murgon and Cherbourg) have a visible work force and engage personally with their clientele. Support and or counselling services which do not have a localised physical footprint and rely on telephone or email to engage with clients appear to be ineffective.

Situation upon my arrival

A short time after my arrival it was evident that aside from the many historical disadvantages that the Cherbourg Community faces there were two main areas that needed attention, Policing and Education.

Based on feedback from the community and other stakeholders, Inspector Stahlhut and myself concluded the immediate issues of concern were the high level of Domestic and Family Violence (DFV) together with school absenteeism (truancy, suspensions and disengagement). Both areas can result in children wandering the streets and making poor choices. The rationale was that if these two areas were addressed general crime would reduce.

My comments in this Report reflect on general strategies being adopted at the time as opposed to individual workers.

In respect to policing, consultation with Councillors and community members of Murgon and Cherbourg both highlighted the lack of any apparent proactive policing strategies and indicated a purely reactive form of policing. An example being a Football Carnival at Cherbourg, which as pointed out by the CEO of the Cherbourg Council would have been a good opportunity for uniform police to engage in a positive manner with the community building relationships and trust. These same sentiments were expressed by members of the Murgon business community who indicated that the only time they saw the police was when they were responding to an offence. There is a perception in both communities that police are not proactive in doing their job.

In respect to education, the Cherbourg community expressed their concern at the high numbers and frequency of suspensions particularly at the Murgon State High School (MSHS).

The effective management of students who were suspended, expelled, truant or disengaged was not evident. This resulted in numbers of children not being effectively cared for, wandering the streets. This situation coupled with the lack of proactive police action has led to offences being committed through poor choices as opposed to criminality.

Positive actions

As a result of the government's heightened response there has been increased collaboration between government agencies and with the sharing of information; a key aspect of resolving issues and achieving positive outcomes.

To enhance the level of communication, I formed a local Cherbourg Heighted Response committee, consisting of various government departments including DATSIP, QED, QH, Cherbourg Regional Aboriginal Islander Health Services (CRAAIHS), Youth Justice (YJ), CSYW, QPS and DJAG. The aim of these stakeholders is to avert the numerous meetings and engagements and gain some real traction with action items. Meetings focused on frank discussions, with careful information sharing, with a view to enhancing service coordination, implementation and delivery.

The Deputy Mayor and CEO of Cherbourg Aboriginal Shire Council (CASC) and the Deputy Mayor of the South Burnett Regional Council (SBRC) also attend these fortnightly meetings. Each fortnight departmental representatives provide an overview of recent actions and the next steps forward. This provides situational awareness to all parties and an opportunity to manage emerging issues or concerns.

The government's heightened response saw some immediate results:

- Increased police activity has resulted in crime offences in general decreasing.
- School attendance and enrolment initiatives are being trialled by QED, with the school and Elders conferencing parents and carers to support young people remaining engaged in education.
- Four new identified Indigenous positions at Murgon SHS will be supporting the trial.
- Number of young people in custody has decreased with CSTW working with key stakeholders to support young people when they return to community.

The following comments in this report are based on my findings and I have attempted to align the various services, programs, activities and initiatives to the Draft *Cherbourg Six Point Plan – Heightened Response* which provides a roadmap for the successful way forward.

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PRIORITY 1 – EXTENDING COMMUNITY SAFETY

Queensland Police Service (QPS)

Prior to my appointment in August 2018, in the formative stages of the CHR the Murgon/ Cherbourg Police Coordinator acting Inspector Scott Stahlhut visited the Darling Area Local Police Command, Bourke NSW and met with senior officers. It was noted Justice Reinvestment (JR) has been implemented in this area.

I was briefed on programs, learnings, success and failures in terms of managing Indigenous youth crime and substance abuse. Similar experiences between Bourke and what has been observed in Cherbourg were identified.

It was agreed that our focus would be on truancy (suspensions etc) and domestic violence, as these two issues can result in young people wandering the streets and making poor decisions, any positive impact on these issues would lead to a reduction in general crime.

From my observations of policing both in Murgon and Cherbourg there was a heavy emphasis on reactive policing and little or no proactive strategies. This was supported by comments from members of both communities.

The deployment of acting Inspector Stahlhut, together with a relieving Officer in Charge at Murgon Station has resulted in significant cultural change in a relatively short period of time.

Senior police locally have engaged with and continue to develop improved relationships with community leaders and influencers in Cherbourg and Murgon communities. This includes the Barambah Justice Coordinator and Elders, Mayors, Deputy Mayors and Councillors, business people, NGOs and senior representatives from the various government stakeholder agencies.

Surge policing practices have been implemented whereby external resources are brought into the area in the short term to address immediate and concerning issues. The additional resources ensure business as usual (BAU) is not impacted and matters of concern quickly brought under control.

In terms of surge policing practices, this was done with the community's knowledge. Information is articulated to key community leaders (including Council and the Barambah Justice Group) in respect to why the additional officers are required and justification for the increasing police presence and activity. Police responses have been measured and well received by the community.

This provided an opportunity for the community to stand up by sending a strong message to those causing disharmony in the community, to take some ownership and provide positive influence

Sch3(12)(1) - YJ

Since my arrival there has been a consistent theme from throughout the Cherbourg community and communities further afield around the significant impacts and prolific use of illicit drugs, particularly methylamphetamine (ice). Compounded with other drug use, excess alcohol consumption for example, the impacts on individuals and families has been described as devastating.

Detectives recently brought a protracted, investigation to conclusion on the 21 January 2019 with the arrest of seven principal offenders now alleged to have been trafficking in the dangerous drug ice. I am informed this investigation was approximately 12 months in duration with substantial seizures of the illicit drug. I am informed these are the suppliers of ice into the community of Cherbourg.

There has been a refocus on Child Harm reporting to ensure those most at risk receive the best possible outcomes. Internal processes implemented whereby Child Protection and Investigation Detectives have overview delegation.

The QPS through the Prosecution Corps works closely with the Coordinator and the Elders who sit on the Board of the Barambah Justice Group. These Elders also preside with the Magistrate in Murri Court and preside independently at the Community Court or Justice of the Peace Court, referred locally as JP Court.

The Community Court is now prosecuted by the Sergeant Officer in Charge of the Murgon Prosecutions Corps. Prior to the CHR, this role was undertaken by the OIC Cherbourg Station. The Sergeant provides advice and guidance to presiding Elders that is lawful and appropriate. This commitment has further empowered Elders who can now provide greater influence and respect from the community.

Prior to release of retired Police Commissioner Atkinson's report in respect to Restorative Justice (youth offending) recommendations, discussions had already been held between QPS and YJ locally. Both agencies are committed to supporting Restorative Justice as the preferred option in addressing youth crime. With statistics revealing:

That youth have the following chances of re-offending depending on which method is selected by Police, arrest 64%, cautioning 43% and restorative conferencing 34%.

The Murgon CIB have indicated their support for Restorative Justice where appropriate.

In relation to current and future incoming police officers, it is important that they undertake cultural awareness programs which should be mandatory. This together with the principles of proactive policing need to be emphasised as opposed to purely reaction and arrest. Cultural understanding through experience can only be achieved through engagement with the community.

Repeat Calls for Service – Problem addresses impact on Community

In terms of addressing places and cases with significant or excessive calls for service in Cherbourg, the police have assisted CASC through engagement and generalised information sharing for determination in respect to a Council 'three strike policy' which can lead to the eviction of persons

impacting excessively on the community. Although this appears to be significant in terms of the potential social impact on the subject individual or family group, the message is important to the broader community that extreme antisocial, violent or criminal behaviour will not be tolerated by the community.

Police Liaison Officers (PLOs)

There are three Police Liaison Officers (PLOs), one stationed at Cherbourg and two officers in Murgon. Only one of the three identifies as being local. Some elements of the Cherbourg community refuse to engage with or have limited engagement with the two non-local PLOs, a perception has developed that they are ineffective. The Cherbourg demographics presents some challenges for police generally and even more-so for PLO's. Tom Kirk Cultural training has been presented to police on several occasion over the previous months. In his presentation Mr Kirk, who has family links to Cherbourg, describes up to 53 separate family groups contributing to the Cherbourg demographic. During the initial phases of the CHR additional 2 PLO's were deployed to Cherbourg. One of the officers had no family links to Cherbourg, however, this PLO was immediately accepted and made an immediate impact among youth in Cherbourg. To ensure greater engagement and acceptance PLO's should proactively engage with community.

Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)

Draft Youth Development Plan to be presented to the CASC in the coming weeks. This was in response from December 2017 meeting around youth issues.

Cherbourg Security and Traffic Management Company proposal.

Mr Stephen Carter provided a presentation in respect to the development of a Cherbourg Security and Traffic Management Company. Mr Carter is associated with security companies both in Australia and overseas including the Kingaroy Security Patrol (KSP). He outlined a plan which consisted of two (2) main areas;

- (1) "A camera system linked by fibre optics" which would consist of 52 community cameras. These cameras will provide real time data to all devices. This system would also include body worn cameras by all security operators and would be capable of instant storage and retrieval and are night vision capable.
- (2) The development of the Cherbourg Security and Traffic Company under the Kingaroy Security Patrol (KSP) operator's license. This company would be a separate entity that consists of an advisory board, being two (2) community members, one KSP member and one independent chair. It was proposed that Cherbourg Security and Traffic Company would become a separate entity in 2021. The security team would be made up of one coordinator and ten (10) security providers, who will receive training and security accreditation, the training and operations

will initially be conducted under the license of Kingaroy Security Patrol before being handed over to the CASC.

Key Financials - 200k initial set up /42k monthly operating. Currently awaiting the result of Australian Government funding submission.

CASC Mayor and Deputy Mayor present and supported the proposal.

Domestic and Family Violence

Reducing Domestic and Family Violence is a major focus of CASC, the community and government and non-government agencies.

The Cherbourg Domestic Violence High Risk Team (HRT) is one component of the *Integrated Service Response trial in Cherbourg, which was formed in response to recommendation 74 of the 'Not Now, Not Ever' Report, commissioned by the Queensland Government in 2015.*

The focus is to increase the safety of victims and their children assessed as being high risk. Increase accountability for high risk perpetrators. Reduce re-offending by perpetrators. Provide a forum for appropriate information sharing. Increase agency accountability and deliver coordinated, consistent timely responses.

HRT is a multi-agency initiative to establish and implement safety responses to high risk victims and their children, as a result of domestic violence and family violence.

The following agencies are core members: -

- HRT Co-ordinator – South Burnett CTC
- Dept of Communities – Lead Agency
- QPS
- Dept Justice (Courts, Probation and Parole, Youth Justice)
- Qld Health
- Dept of Housing
- Victims Assist Qld

Since commencing at the end of August 2017, HRT have helped achieve -

- Engagement with DV support services by victims has increased
- Reporting of DV has increased.

Currently HRT have accepted 98 referrals with 48 cases open, with 44 victims under 25 years, 48 Perpetrators under 25 years of age.

HRT are supported by the continued involvement of Community Training Centre (CTC) staff, Elders (Safe Haven patrols) and Police Liaison Officers.

Multi Agency Governance Group Meeting (MAGG) sit above HRT - Purpose: The MAGG provides authoritative decision-making and high-level advice in relation to supporting the implementation and operationalisation of the Integrated Service Response in Cherbourg.

Meagan Gorrige CSYW, is coordinating the development of a Men's Support Panel, aimed at men who use violence. Men's Support Panel will provide collaborative support to men in Cherbourg. The initial idea is that 5 high risk cases would be referred by the High-Risk Team (HRT) and 5 lower risk cases will be referred by Murri Court. There are also some conversations regarding Magistrate referrals for those on bail or referrals coming in from prison support workers prior to release. Once a referral is sent to the panel there will be a single case plan developed to ensure a coordinated approach to service delivery which is client focused. Through this panel we hope to see an increase in service engagement, greater understanding of the effects of domestic and family violence, decrease in breaches of domestic violence orders and a decrease in domestic violence related offences and a decrease in men going to prison for domestic violence.

Two meetings have occurred and a core group now including two Elders who will work with the panel. Panel will meet once a month to discuss cases.

Mr Nathan Dean - ATSILS Throughcare Manager, outlined the Program which was designed for Cherbourg and Murgon male DV perpetrators, the voluntary program is offered to prisoners at Maryborough Correctional Centre. The program is capped at 25 clients per year. Program runs for approx. 18 months. Links clients in with referral services. Many referrals are received from Cultural Liaison Officers in the Prison system.

Mr Dean considers provision of a men's shelter as advantageous which will allow men to reintegrate slowly as a transition back to the family home, where the family dynamics may have changed.

Child Safety Youth Women (CSYW) - Youth Justice (YJ)

The introduction of a Motor Vehicle Offenders Program by Youth Justice, which engages young people who have been involved in motor vehicle theft, has been successful. The program highlights the potential dangers and consequences of their actions, to themselves, their family, the community and emergency first responders. The first class of four graduated in October 2018, with a further program planned for late 2018. The second class of four, considered higher risk offenders graduated in December 2018, with further programs planned for 2019. These programs are assisted by Qld Fire & Emergency Services (QFES) and QPS including PLOs.

Of note, a number of these young people were approached to join other youths to go joy riding in a stolen car, they declined.

There has been an implementation of the Remand Reduction Program – Cherbourg Interim Response. This provides an immediate, coordinated service delivered by the CSYW, available from 14 December 2018 until 31 January 2019 in Cherbourg.

This service will be available 24/7 to divert children and young people at high risk of remand from custody and provide structured activities and bail support over the school holiday period.

The program provides for an immediate afterhours response for young people charged, that may not receive bail without additional supports being in place, and reconnects a young person with family and/or coordinates arrangements so young person is safe and adequately supervised

The program provides for Watchhouse Response which includes daily welfare checks, or more frequently if there are welfare concerns; engagement with the young person's family or other support services to secure watchhouse bail in the community and support young people to comply with their bail conditions;

The program also provides for ongoing engagement structured and supervised group activities for young people at high risk of reoffending;

YJ and QPS are working collaboratively in respect to identifying more opportunities to address offending through the Restorative Justice Process.

Further advice from Maureen Brosnan indicates that in 2019 Brisbane Youth Detention Centre (BYDC), YJ and QPS are developing a transition plan which is specifically for young people from Cherbourg who are exiting BYDC and returning to their community. Currently case workers and youth workers from the Cherbourg visit young people in BYDC on a regular basis, under this plan being developed a PLO will accompany the YJ staff so that they can build a positive relationship with the young person, to enable them to work with the young person when they have returned to the community and be in a position to provide support particularly after hours and on weekends.

In term 1, 2019 YJ will implement an anger management program which is specific to Cherbourg. The program will look at the behaviours and thoughts leading to anger and aggression among young people in the YJ system, with an emphasis on learning new skills to change these problem behaviours, forming healthy relationships, developing emotional literacy, improving communication and consequential thinking. It is intended that this program will assist in shifting young people's abilities in these areas, it is expected to see a decrease in violent, aggressive and coercive behaviours and ultimately a reduction in offending. This program has been developed with input from the Cherbourg community to ensure that it is culturally appropriate.

PRIORITY 2 – ENSURING ACCESS TO EDUCATION

Department of Education (QED)

From my observations and general comments from the community it was evident that a large number of students were being suspended from schools or were truant and in particular Murgon SHS. The effective management of these children while absent from school did not appear to exist.

“Struggles within schools are evidenced by an over reliance on suspension and expulsion which can increase risks of offending”. (Justice Reinvestment in Cherbourg Report)

Third party personal information

acting Principal Mr Rod Prior took over. Mr Prior remains in an acting role until a permanent appointment is identified.

QED Regional Director Leanne Wright, attended the local CHR meeting every second week throughout the school year. Discussions centred on “sound field” in Cherbourg, truancy, changing roles of educational counsellors, and the significant work around the target group of students with YJ (CSYW). These students do move around, and engagement with their families is challenging for QED.

A Local Consultative Body (LCB) was formed with the aim to engage Elders and community to assist in limiting incidence of truancy. This Pilot program commenced in Cherbourg 3 October 2017. Mediations commenced in earnest in July 2018.

The LCB in effect acts as a mediation service for families whose children are truant and when normal procedures have not had a positive outcome. It is at this time the LCB becomes involved and mediates with the family to avert any potential prosecution and importantly to assist the child back into the education process.

In addition to the LCB project, the Complex Care Panel has been formed to provide wrap around support for families and students who are at risk of disengaging from the education process.

The aim of the Complex Care Panel is to support students and their families that are at high risk disengagement from schooling to access support services from various government departments and NGOs.

At present there is no School Based Police Officer based at the Murgon SHS, there has been public discussions indicating support. This is a matter for consideration by the QPS and QED.

Cherbourg SS, Murgon SS, and Murgon SHS each now have an individual ‘Adopt a Cop’ attending at the schools.

The addition of School Principal Simon Cotton to work in a coordination role between the three main schools, has been a great asset in moving forward. Mr Cotton has a wealth of experience working in Indigenous communities and together with acting Inspector Scott Stahlhut we have developed as an effective team.

Together with Mr Cotton I have visited the schools to gain a better understanding of the issues that may impact on community children having every opportunity to gain a sound education.

I have visited Cherbourg SS, attended Grade 2 class, with Mr Cotton and Principal Stuart Fuller. My observations included that the children were enthusiastic and engaged well with their teacher. The school itself was neat and tidy with students moving about in a calm and respectful manner.

QED have been monitoring students upon their return from suspension, to ensure they reengage and reduce long term absenteeism. Complex Care Panel appear to be working well, supporting students on suspension or at risk of suspension.

A Memorandum of Understanding (MOU) has been signed off by the A/Principal Murgon SHS regarding a Girls Academy, which will commence in the first term 2019. This will involve 75 students from Murgon and Cherbourg Schools. Planning is underway for a building, similar to the Clontarf Academy.

In respect to the vacant Principal's position at Murgon SHS a selection panel has been identified which includes indigenous representative Aunt Lillian, the interview process has taken place. However, a suitable principal has not been identified at this time.

Four new indigenous support positions have been advertised and selection processes completed. These 4 x FTE include administration, teacher aide, community coordination and community engagement. The panels identified two successful applicants for two of these positions (Administration Assistant and Community Coordinator). The panel did not identify successful applicants for the other two positions. These positions will be readvertised at the start of term 1 2019. It was noted that a significant number of applicants did not address selection criteria in any form. Support was offered to potential applicants however there was little uptake of that support. Support will again be offered when the positions are readvertised. Promotion of this support will be advertised through the CASC Newsletter and Cherbourg Radio.

Of note Mr Selwyn Cobbo, of the Cherbourg community has been elected School Captain for Murgon SHS. The Cherbourg community has expressed great pride in the achievement of this student.

RD Leanne Wright advised that a Community Consultation Plan was in its final stages focusing on the Closing the Gap agenda. This will support the transition to high school planning, to identify and support students requiring assistance. Challenges relate to enrolment paperwork, the Principal is working in this regard which has shown some success. Up to 40 students transition to high school, 16 from the Cherbourg SS this year.

Conversations are occurring between YJ and QED to identify disengaged cohort for alternative education options. TAFE program to be continued into term one.

Ms Priscilla Holborn and Mr Daryl Dockerty QED conducted workshops in Cherbourg, Murgon SHS and Murgon SS developing the Community Education Action Plan. Meetings were held in each site for school staff and separate meetings for community members. Both staff and community groups will come together at the end of the process to find new ways of working as a way forward.

On Monday 5 November 2018 in company with Mr Simon Cotton I attended the Murgon SHS and received a briefing from Acting Principal Rod Blair. The activities at the school were well structured, the environment was neat and tidy. The students were interacting well and were polite.

RESTART

QED, PCYC and QPS are investing heavily in alternate programs to assist at risk youth in Murgon and Cherbourg. On 17 December 2018 the RESTART program commenced and was officially launched on 18 December 2018.

RESTART provides an alternative option for students at-risk of or currently serving a period of external suspension from either a primary or high school state education facility.

RESTART centres around developing student's social ability and self-confidence with the objective that students consciously apply knowledge, skills strategies fostered to improve outcomes.

Through RESTART, three full-time employment opportunities have been created (DoE have funded these positions) with scope for expansion. Additionally, two part-time indigenous sport and recreation officers have been employed and considerations currently being given to additional positions moving forward. Future funding and revenue streams for the South Burnett PCYC are currently being investigated.

TAFE Nurunderi Campus Cherbourg

With closure of Arethusa, YJ continues a program at TAFE addressing literacy and numeracy for 2-3 hours / day which is a significant increase from the 1 hour at Arethusa. Support is provided by DE – 2 x teachers. Approximately 12 students are continuing to engage.

Manager Santana Schmocker, has outlined a range of TAFE offerings that would provide opportunities for Community members. It appears that these opportunities have not been fully utilized to support the community in gaining qualifications. Inquiries indicate that in the past minimum numbers were set to ensure programs were viable, however the current policy has reduced the minimum numbers required.

Current programs underway :-

- The Skilling Queenslanders for Work project at the Gundoo Child Care Centre in Cherbourg.
- Skill Centred – Work Skill Traineeships – Cert 1 Business 2 x 6 participants – due to commence January 2019
- Skill Centred – Work Skills Traineeships – Cert 1 Hospitality – 2x6 participants – due to commence late February 2019

There are courses offered through the Vocational Education Training in Schools Program (VETIS) which includes construction, hospitality and hairdressing. There are currently 15 applications being considered for a construction program this year.

There are additional courses available to support community members including learning, education and training, skills for work and vocational pathways.

Clontarf Program

I attended Murgon SHS with Mr Simon Cotton and received a detailed briefing of the Clontarf Program by Manager Mick Rees.

The goal of the program is to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. To equip them to participate meaningfully in society. The Barambah Academy spans across the Barambah Creek and the two communities of Cherbourg and Murgon engaging the Years 4, 5 and 6 boys from Cherbourg SS and the Years 7 to 12 boys from Murgon SHS.

The program provides support to a total of 100 students. (50 Murgon SHS, 25 Murgon SS, and 25 Cherbourg SS) The students undertake a structured program, which provides excellent support and encourages students to reach attendance rates of over 80%.

Students in Grade 12 develop a portfolio which includes a resume, driver's license, Tax File No. Medicare Card, and other relevant documents that will give the students a head start when looking for employment.

This is a professional and well managed program which is providing solid foundation for youth going forward, providing a structure to their lives, while supporting attendance rates at school.

Arethusa College

Shortly after taking up the Government Coordinator role I met Principal Lisa Vandenberg, of the Arethusa College. She advised that she is an educator, clinical psychologist and currently completing an indigenous themed doctorate. She indicated that Arethusa receives funding from State and Federal sources.

Importantly for me at this time, Arethusa were dealing with disengaged youth an area where high level intervention is required as the type of offending perpetrated by the students was considered as part of the catalyst for the CHR.

I was advised that Arethusa's lawyers had received letters in relation to rumours about Arethusa closing or being taken over by the Silver Lining foundation. The Silver Lining Foundation is a First Nation's charity working with Australian young people in areas of training and education. Established in 1999, the Foundation has been influential in helping to shape the lives of young Indigenous people in Queensland. The charity is governed by Indigenous people and it runs programs on Traditional Lands in Queensland. This entity owns the land where Arethusa is located.

It is understood a similar facility will be opened by Silver Lining in 2019, and will continue to support disengaged youth.

Gundoo (Early Learning Centre)

In terms of early child hood learning, Gundoo is considered essential. The centre prepares and assists children developing and transitioning to primary school by providing routine, socialisation and early learning opportunities.

As a result of the changes in childcare subsidy payments from Centrelink to parents, which occurred at 1 July 2018, non-working parents who used to receive 50 hours a week support now only receive 12 hours a week subsidy. The 12 hours can be increased by a maximum of 4 hours per week if the non-working parent undertakes an Activity Test demonstrating studies or voluntary work. The exception is a grandparent caring for the child.

The costs to place a child at Gundoo without government support is \$92.00 per day.

The impacts on Cherbourg are considerable given the high unemployment rate. The direct result is a reduction in children being enrolled, and as a result a potential reduction of staff.

RTI REVIEW

PRIORITY 3 – STRENGTHENING THE COMMUNITY AND ITS GOVERNANCE

Cherbourg Men’s Shed

Chaired by DATSIP Regional Director, Manny Hegarty, with approximately 20 Elders and community members participating.

The group has been discussing initiatives to facilitate community ownership of social problems.

The group has agreed to identify leaders from various family groups to decrease anti-social behaviour perpetrated by family members

The group has agreed to form a Men’s Council. The idea of the Men’s Council came about as a result of the youth issues.

Members from each of the Cherbourg families would have the opportunity to elect and have a representative on the Men’s Council and could discuss issues like young people playing up on the community, school absenteeism, party houses etc. The family representative would be asked to talk to their particular family about the issue/s and try and resolve the matter without police or other authorities becoming involved. Taking matters back to a customary sorting the matters within the Community and within families.

“Placing of so many different groups together in Cherbourg causes issues still evident in contemporary times”. (Justice Reinvestment in Cherbourg Report)

Members of the Men’s Shed developed a plan and marched through Murgon on White Ribbon Day, 23 November 2018 to demonstrate their support for ending violence against women.

This initiative was well received by the communities of Murgon and Cherbourg. Persons present included Director General and Government Champion Claire O’Connor, Principal and students of Murgon SHS. Community leader Bevan Costello, QED Coordinator Simon Cotton, members of the QPS, and Murgon community.

Barambah Justice Group

The Barambah Justice Group is overseen by a voluntary Board of Directors who are Elders of the community, with some of them being traditional owners. The late Uncle Joseph Roderick Button was a founding member and supporter of local justice for his people for many years. This is a local community initiative funded by DJAG.

Objectives:

- To support indigenous victims and offenders at all stages of the legal process.
- To support members to participate in the court hearings and sentencing process.
- To encourage diversionary process such as civil and criminal mediation and in youth justice conferencing.

- To develop networks with agencies both government and NGOs to ensure issues impacting on the Indigenous community are addressed, having a focus on the development of preventative plans.
- To voice community concerns to relevant authorities in relation to advancement of Cherbourg.
- Prepare and present of bail submissions to the court.
- Prepare and present sentencing submission to the court.
- Attend court sittings when ATSI offenders and victims are attending.
- Support victims and offenders through court processes.
- Pro-actively refer victims and offenders to support and legal services and attend inter-agency working group meetings and community events to provide advice on cultural issues and community views on Justice issues.
- As a statutory CJG, provide advice regarding alcohol management and assist applicants with dry place declaration applications.

Justice Reinvestment (JR)

The Justice Reinvestment (JR) in Cherbourg Report on initial community consultations by Research Consultant Fiona Allison was published in April 2018. This project was initiated by DJAG (Youth Justice) in April 2017.

The project seeks to identify JR's capacity to reduce or halt rates of incarceration of young Indigenous people (10 to 25 years of age) in Cherbourg. JR proposes-

"It makes more sense economically to 'reinvest' a portion of correctional funds, this is because effective solutions to crime are not found in prison but in local communities" (Justice Reinvestment in Cherbourg Report)

JR provides a framework for government and community to work differently, to use genuine collaboration to achieve best outcomes

JR has four stages:

Stage one, identifying what is 'feeding' the offender/detainee population in the community.

Stage two, the JR community develops a JR plan nominating strategies and initiatives.

Stage three, a trial stage of implementation of one or two strategies likely to reduce government expenditure associated with offending/incarceration are identified before considering further initiatives.

Finally stage four, an evaluation is conducted to identify whether relevant initiatives are meeting agreed goals.

"Based on information gathered to date, it is recommended that JR proceeds in Cherbourg. The project has identified a strong level of community support for its introduction in Cherbourg." (Justice Reinvestment in Cherbourg Report)

The project has been running for some time but is now starting gain some traction, which augers well for the future. The steering group has been working hard to inform the community about the principles and benefits of JR, with future phases of the project only really being viable if the community come on board and take ownership. To that end, it has been good to see the council take a lead role, with more and more community members also attending the meetings.

“A strong message provided through the project work is that Cherbourg needs to lead JR initiatives and JR as a framework. A core group of committed community members might provide this leadership. This leadership group needs to be set up as a first step, as it can then make decisions related to progressing JR in Cherbourg. Alongside the leadership group, a Cherbourg-led and staffed collective impact backbone structure might be established, tasked with coordinating JR work in Cherbourg.” (Justice Reinvestment in Cherbourg Report)

Two key drivers, Mr Craig Cunningham and Uncle Gordon Wragge together with the working group are genuinely excited that the JR Project can be a cornerstone of Cherbourg’s progression towards being a better place for families to live in the future.

Alongside the importance of community leadership is that of effective partnerships between community, government and non-government organisations and others. A collective impact approach has potential to assist with building and bringing together partnerships and structures. This may well be the way forward for JR in Cherbourg.

Social Enterprise Model

Currently DATSIP is proposing a social enterprise model (Cherbourg Wellbeing Company), where government and NGO agencies providing services to Cherbourg will transition those services to a company. This will provide a line of sight and potentially remove duplication of services. Essentially DATSIP proposes a company be formed and funding currently streamed into the many organisations be managed by the single entity to be known as the Cherbourg Wellbeing Company. The Company would be operated by the CASC with a separate board of directors. DG Claire O’Connor together with Ms Sharon Brown Prime Minister and Cabinet have indicated support for the project.

The Social Enterprise Model is currently with CASC for review and advice.

Ration Shed Museum

The Ration Shed Museum offers opportunity to experience how life was and is in Cherbourg. It offers the following services and activities: -

- Tours and Educational Programs for schools, institutions and groups of visitors;
- Keeping Place and Archive which conserves and exhibits artefacts, documents and displays;
- The Memory – an interactive archive documenting family, clan and community histories;

- Art, books, clothing, DVD's and souvenir items for sale;
- Community art gallery, art studio and meeting place – in the old Boy's Dormitory;
- Corroboree ring and stage and landscaped gardens;
- Cultural Awareness programs;
- Small conference venue for hire.

Cherbourg Sport and Recreation Centre and South Burnett (Murgon) PCYC

Managers of both facilities are working collaboratively and have developed a range of programs to engage youth.

School holiday programs for September were well received by the communities with activities provided in Cherbourg and Murgon. Programs included Drum Beat, art, movie nights, discos, together with drop in games and gymnastics. Attendance has been good with each facility attracting approximately 70 children, between 6am to 8pm.

Cherbourg Sports and Recreation also conducted a family fun day on Saturday 27 October 2018. The free event included a BBQ, Golf, Rugby League, Baseball, Hockey, Touch Football, Cricket, Tennis, Soccer and Traditional Indigenous Games.

Review of PCYC management in August 2018, necessitated in an acting Branch Manager being identified and appointed. This officer has demonstrated commitment to youth through sport and recreation, is highly credentialed in this field, and has worked extensively with indigenous youth within PCYC and other organisations throughout the State. This officer has made an immediate and positive impact.

The Christmas school holiday program has shown some strong successes but has also resulted in some areas where improvements can be made. Fundamentally this comes down to poor administration and or management. The PCYC has committed support to the Sport and Recreation Centre in providing staff to ensure activities are available and children are engaged over the school holidays. Successes have been a family movie night and kayaking. Up to 200 have attended the movie nights and up to 40 a day attended the kayaking activities. The Cherbourg Sports and Recreation management has required constant support to ensure the facility is opened and programs delivered. Without support from the PCYC the success would have been somewhat limited. Punctuality in terms of causal employment is concerning and on some occasions the sport centre has not opened as advertised or has cancelled activities (Disco) because of poor planning and administration.

The Sport and Recreation centre is a significant investment and a large complex. The complex requires strong governance, management and a commitment from the Cherbourg community to remain open. This extends to supervision of children, appropriate use of the facility, cleaning, and maintenance.

This has been a learning experience for all involved and should improve over time.

Importantly it is considered essential that a dedicated PLO be assigned to support both the Sport and Recreation at Cherbourg and Murgon PCYC and Cherbourg, to provide positive influences, supervision, and the development of responsible behaviour and respect.

Rugby League as a 'steps to success' initiative

The Deputy Mayor, SBRC chairs the 'Steps to Success' this initiative uses volunteers from the rugby league community to provide rugby league interaction to 11 disengaged young people between the ages of 10 to 15.

At present this is conducted at Cherbourg. Meetings continue to identify long term strategies, to use Rugby League to make connections with young people.

Local Radio Station

Cherbourg 94.1 FM is back on air. Cherbourg Radio is led by an enthusiastic manager with strong community ties. Cherbourg Radio is widely patronised by the Cherbourg community with some program streaming nationally to indigenous communities.

Cherbourg radio has been utilised effectively for community messaging. Furthermore, the QPS have engaged in discussion type segments and the Baramban Justice Group Coordinator and Elders have engaged the station commercially for community messaging on a range of matters including but not limited to parenting expectations within community.

Cherbourg radio staff are regularly seen in Murgon and Cherbourg reporting on community events.

Media

Some Social Media has impacted negatively on Cherbourg's community image. Predominately Facebook posts and sites distribute images and footage of street fights, and incidents involving the Emergency Services. A popular example being police vehicles pelted with projectiles. The posts are often out of context, however often utilised as a source for mainstream media and sometimes sensationalist reporting.

Likewise, Facebook posts by well-meaning groups created to report road conditions, bushfires, storms, offending and general information remain popular. However, a QPS analysis of several sites in the early part of the CHR indicated a discrepancy between offending reported on Facebook sites and that reported to Police. These inaccurate posts were considered factual by the general public. The posts albeit well-meaning contributed negatively in terms of the real crime and /or offending levels in and around Murgon and Cherbourg.

Sensationalist reporting does occur from time to time, however successive negative publications about Cherbourg has caused deep community discussion and reflection. Conversely positive media reporting is on the increase. The Cherbourg Community has perhaps undersold the many positive initiatives in and around the community. The continued and consistent success of Cherbourg's sporting teams is one example.

A media awareness strategy has been implemented with a view to encouraging positive information and dissemination that is reflective of what is occurring locally. This strategy is acknowledged and accepted by community leaders in both Cherbourg and Murgon.

The QPS online blog has been reinvigorated which provides accurate and timely advice to the public in terms of crime and other issue of interest. Local mainstream print media utilise the QPS Blog as a source for many of their publications. To some extent this value adds the overall CHR media strategy

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PRIORITY 4 – HARNESSING JOBS AND ECONOMIC OPPORTUNITY

Department of Housing and Public Works (DHPW)

Regional Director Wayne Green and District Manager John Ireland provided the following information:-

- 10 new houses under construction, nearing completion.
- The Women's shelter was completed at the end of November 2018. Previous accommodation to be used to support young people.
- Ongoing improvement and renovation work at the Cherbourg Sport and Recreation Centre, including the addition of a mezzanine floor.
- 30 Indigenous staff have been employed throughout the housing program.
- DHPW continues to look for opportunities to engage local youth in building, maintenance and construction programs. At present approximately 12 youth are engaged at the Men's Shed making wooden frames and displays for clocks. Developing carpentry skills.

DHPW is also providing funding through Sports and Recreation for three positions at the Sports and Recreation facility at Cherbourg.

Potential Employment Opportunity (Meatworks)

The Deputy Mayor, SBRC has indicated work is being done to examine the viability of the Murgon Meatworks reopening. This has the potential to be a significant employer locally. The meatworks has been non-operational for several years and was a significant employer for both Murgon and Cherbourg. Informal conversations with various stakeholders note there are no immediate plans to either reopen the facility or recommence operations to previous scale. There may be varied reasons for this, however it appears the decision to mothball the meatworks was based on economic reasons.

"Unemployment is also identified as a driver of incarceration where it leads to financial difficulties, and to diminished sense of direction, motivation and confidence." (Justice Reinvestment in Cherbourg Report)

Recycling Plant

The recycling plant presents as a business initiative with potential to be a significant and sustainable employer in Cherbourg. The plant is building capacity and is profitable. The business is growing and a significant player in the recycling of material in the South Burnett. Site manager of the plant Andrew Beckett is competent and committed to the business model.

The plant is recycling up to 40000 aluminium cans per day and has processed approximately 22 ton of aluminium to date. Revenue streams from the cans in the vicinity of \$30 k per month

Stage 2 of the plant is nearing completion which will mean recyclable materials collected by Cleanaway will be processed providing for increased revenue streams. This is the only plant of its type in the South Burnett with its catchment extending to the major centres of Kingaroy and Gympie. It is anticipated that the plant will have the capacity to employ between 10 to 15 Community people.

This is a true success story supported by the CASC and in particular the manager Mr Andrew Beckett. This is a demonstration of the community identifying a potential business model and working with various government agencies towards success.

Store (Bakery)

I attended a meeting with Mr Jyi Lawnton of Indigenous Business Australia (IBA) and other representatives who have been active in and around the Cherbourg and Murgon communities and have been assessing the viability of business proposals worthy of funding.

In terms of business new or start up business opportunities with a real chance of success in Cherbourg a number of options were considered during discussions. IBA indicated the type of business required must be a simple, fill a gap where a significant need is present. A bakery is one such business option. At present there is no general store in Cherbourg and nearest supermarket is Murgon. A bakery could fill the void where locals could buy fresh bread and other essentials on a daily basis. This would provide employment and training opportunities and be revenue positive. Being an active business during the night time brings added layer of security and a feeling of industry to the town.

Blue Card (enabler)

Blue Card initiatives have been commenced. A joint project between the DJAG to give the community the best opportunity in acquiring a Blue Card thereby improving opportunity for employment.

On 30 October 2018 at Cherbourg Heightened Response Local Roundtable (CHRLR), Blue Card Service Manager Mr Neil O'Connor presented.

Mr O'Connor has experiences in indigenous communities throughout the State and cites a significant challenge in communities not engaging with the application process. Legislation and Regulation issues were identified. In particular what type of occupations require a Blue Card. It was agreed that applicants from the community may require support through the process. DATSIP agreed to be a point of contact to identify appropriate support to the applicants.

Youth Driver's License (enabler)

It is essential young people secure a driver's license, which provides training and employment opportunities at many levels. This has been a point in discussion in and around Cherbourg given the many challenges. These include the number of available vehicles and persons available to provide suitable instruction and in some instance the cost of fuel associated with gaining 100 hours experience. The PCYC is exploring programs within that organisation which may be rolled out in this area. This will mean a volunteer commitment of time and vehicles in the Murgon and Cherbourg communities. The Former Origin Greats (FOGS) have also undertaken a driver's license initiative which should also be explored further.

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PRIORITY 5 – ENDURING GENERAL HEALTH AND MENTAL WELLBEING

The Cherbourg Health Services and the Cherbourg Regional Aboriginal and Islander Health Services (CRAAIHS) provide an extensive range of health and clinical services locally.

Services extend to training and awareness programs and have included mental health, substance abuse workshops and clinics.

Ear screening is undertaken in local schools once per term, with 250 kids at Cherbourg involved. Referrals for treatment is facilitated by the 'Deadly Ears' program, which undertakes clinics twice a year in Cherbourg.

A FASD four-day work shop was conducted 8-11 October 2018, with 154 participants and 28 facilitators involved.

A major issue at present is the lack of Paediatric services in Cherbourg and surrounding areas, although QH have recently indicated they may have identified a potential provider.

Health Service Manager, Ms Tarita Fisher, voiced concerns about security, with numerous vehicles damaged and staff sometimes feeling threatened. At present a Security officer is on site from 1800-0600 hours 7 days a week, with an additional security guard provided for escorts for staff in and out of Cherbourg to work out of normal hours.

Further stated that there is a Community Air Retrieval Crew to support helicopter airlifts – average about 2 airlifts a week. This crew are volunteers on call to attend the landing zones to prevent kids from throwing stones and trying to climb onto the helicopter on the ground and when it takes off. The helicopter service stopped coming for a period of time because of the risks associated in landing in Cherbourg.

A number of health programs are provided around substance misuse and wellbeing. Patrols are done once a day and twice a day on school holidays in respect to children inhaling and sniffing volatile substances. Health engages with Murgon HS with programs and has a strong working relationship with QED.

Queensland Illicit Drug Diversion Initiative, provides a diversion clinic every 2nd Monday. Drug of choice highest to lowest – alcohol, cannabis, amphetamine. Amphetamine is readily available. Approximately 2000 needles handed out a month, from the clinic.

Building Strong Minds, Aboriginal Mental Health First Aid Training was conducted with three sessions before the end of December. The following topics were covered, Social and Emotional Wellbeing, Depression, Anxiety, Suicide, Non-suicidal self-harm, Alcohol and other drugs, psychosis.

Cherbourg Regional Aboriginal and Islander Community Health Service (CRAAICHS) - Managers Ms Veronica Williams and Ms Toni Jevon, confirmed they are working collaboratively with Cherbourg Health Services in many areas, particularly information sharing to provide the best health services

broadly to the community, however resources can be stretched due to KPI considerations and underfunding sources. QH and CRAAICHS can become competitive by default because funding milestones must be met. However, it was noted in a previous meeting QH (Ms Tarita Fisher) who advised CRAAICH filled an important gap in service between outpatients and general GP services, and that both services complemented each other. CRAAICHS management advised that government should not be looking at funding new services but must invest in those that exist and are in place and provide the opportunity for them to continue to work. Concerns were raised in respect to mandatory reporting by some agencies and NGOs in respect to child harm. CRAAICHS flagged the need to develop a safe haven for infants and young children often found wandering because of home dysfunction.

The relationship between QH and CRAICCHS is professional with both organisations complimenting each other by various services provided. A draft agreement in relation to the sharing of patient information is currently being considered.

CTC South Burnett

Managers Ms Kirsten Firman and Ms Stacey Taylor provide strong leadership and support to the community, including cooperation with various government agencies. It is evident that this NGO has strong representation in the community and general community support. One of the strengths of their performance is that they provide 'face to face' support. The following programs demonstrate the range of services provided to the community.

CTC Family and Child Connect

- Free local community based intake and referral service that supports families under stress.
- Family and Child Connect provides referral pathways that enable families to access the right supports at the right time, building on their own strengths.
- Families can self-refer, be referred from other services with consent, or be referred from prescribed entities.

CTC Intensive Family Support (IFS)

Works with families under stress through immediate assistance; practical hands on assistance; linking families to other specialist help and advocating with the family to get the help they need. This will allow families to work on a single case plan which includes all the support they need to help families be safe, resilient and to thrive.

Active engagement utilising people and services with whom the family is comfortable; meeting people at a safe place of their choice; rapid take up of referral; focussing on immediate assistance through practical help and utilising a strength based, solution focused model with families.

CTC Personal Helpers and Mentors (PHaMs) service

- aims to provide increased opportunities for recovery for people whose lives are severely affected by mental illness
- takes a strengths-based, recovery approach, and
- assists people aged 16 years and over whose ability to manage their daily activities and to live independently in the community is impacted because of a severe mental illness.

CTC Reconnect

Utilizes community based early intervention services to bring about family reconciliation for young people who are homeless or at risk of homelessness and their families.

Reconnect helps these young people between 12-18 years to improve their level of engagement with family, work, education, training and their local community.

CTC Safe Haven

Safe Haven provides additional support to families, young people and the community to reduce the impact of domestic violence on children in the community.

Family support workers – provide support and assistance to families who witness or experience domestic and family violence to develop skills and knowledge to care for their children, increase their capacity to manage and resolve complex issues and provide information regarding parenting issues.

Community patrols provide a prevention and intervention service addressing the safety and wellbeing of young people found wandering the streets of Cherbourg at night. The Safe Haven Patrol operates Wednesday through to Saturday between 4:30pm to 1:00am.

CTC DV Service

The South Burnett Domestic Violence Service provides:

- Domestic Violence counselling;
- Pre and post court counselling
- Private application assistance (including applications for variations)
- In court support (Kingaroy, Nanango, Murgon and Cherbourg Courts)

Graham House

Manager Linda O'Hare advised that Graham House was a non for profit organisation operating in the South Burnett for over 30 years, currently supporting the Cherbourg community with the following programs and services:-

- Older Wiser Stronger - Men's Behaviour Change Program (Perpetrators of DV)

- Family Support Program – developing family strengths and increasing opportunities for improved individual and family goals.
- Transport Services – for eligible residents of the South Burnett including the transportation of members of the Cherbourg community to Murgon.
- Centrelink Agency –general questions on payments and services
- No Interest Loans Scheme (NILS) for Household items, Car Registration, Medical Equipment/Procedures, Dental, Tyres, House.
- Community Development, Community Forums, Broadband for Seniors, Community garden, community kitchen, book club.
- Family to Family – provides relief for people experiencing genuine need
- Facilities and Equipment – room and hall hire
- Personal Helpers and Mentors Service – available to people aged 16 years and over to assist in the recovery of mental health illness.
- Emergency Relief – immediate financial crisis

Lives Lived Well

Provided support for Aboriginal and Torres Strait Islander families in the Cherbourg and Murgon communities

Brighter Futures Program - This program includes alcohol and drug counselling for young people and provided a range of family supports. Team worked with local Elders and other services within the community to help young people get their lives back on track and to reduce the effects of drugs and alcohol on family members. Since January 2017 there has been nine young suicides within the Cherbourg community.

Federal funding was withdrawn in December 2018 with a view to transferring funding to a Cherbourg based NGO. This resulted in the loss of employment for three community members of Cherbourg. The Federal Government policy has been changed to redirect funding to indigenous communities to ensure money remains within the community.

NDIS

Initially the Hub Community Network provided support services to people with disabilities throughout the South Burnett Region and the community of Cherbourg, and was funded by the State Department of Communities, Disability Services and Seniors.(CDSS) Funding has now transitioned to the Federal Government with the introduction of NDIS.

In July 2018, through funding from the NDIS two Managers Ms Deborah Hancock and Ms Lynette Brown are employed by the CASC. Their role is to:-

- Identify persons with a disability.

- Provide access to the scheme.
- Ensure funded support to partners in the Community.

Initial estimates were that there were approximately 12 individuals that would require support. At the present time 77 individuals have been identified requiring support.

Child care is being focused on to ensure early intervention is provided to children diagnosed with a disability.

Visits

Various government representatives have made visits to Murgon and Cherbourg and demonstrated their support for the community.

- Deputy Premier Jacki Tradd 10/10/2018
- Minister Dr Phil Lynah 25/10/2018
- DG Dr Chris Sarra
- Deputy DG Ian Mackie
- Special Envoy – Tony Abbot attended Cherbourg 15/11/2018
- Minister Grace Grace and DG Department of Education Tony Cook attended Cherbourg.20/11/2018
- Government Champion for Cherbourg DG Department of Communities, Disability Services and Seniors Clare O'Connor 23/11/2018
- Di Farmer Minister for Child Safety, Youth and Women and DG Michael Hogan 25/07/2018

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PRIORITY 6 - SUSTAINABILITY

In summary

A number of notable achievements have been made. Positive changes to Community attitudes and behaviours are now evident in the Cherbourg Community. Many Cherbourg young people and families are doing well in spite of difficult circumstances. Government departments continue to work collaboratively in support of the community. The commencement of the RESTART program (QED, PCYC, QPS) is vital in the short term to ensure young children who have been or in danger of being suspended from school have a structured and professional program to assist them to return to school. A more focused approach in respect to DV perpetrators is important in a small community. The communities of both Cherbourg and Murgon have a better understanding of the issues that confront them and are prepared to work together.

Cherbourg Aboriginal Shire Council

CASC performs the functions of local government in a professional manner, meet regularly and receive sound support from the CEO Warren Collins, Corporate Services Manager Chatour Zala and other dedicated staff.

Transition from the Cherbourg Heightened Response

The Chair DG Dr Chris Sarra provides sound leadership and effectively coordinates the whole of government response. The Chair has continued to develop a Cherbourg 6 Point Plan. The whole of government representatives continue to support the progressive work of the Cherbourg Heightened Response.

Government Champion Role

DG DCDSS Clare O'Connor actively supports the community and ensures that any issues are resolved and fully utilizes the support of the various government departments and relevant NGOs. This role is a critical in providing whole of government support to the communities, while identifying issues and requirements of the community to ensure that the government works with the community in moving forward.

Government Coordinator

As required I have identified three potential individuals who have expressed an interest in being considered for the Government Coordinator role at AO7 level. Their respective resumes have been forwarded.

In retrospect, I believe it would be extremely difficult for an individual at AO7 level to be able to effectively coordinate the activities of various government departments while supporting the activities and decisions of the CASC. Unless that person has the full support of all government departments.

An option for consideration would be to adopt a problem solving model such as the Collective Impact Model. The Collective Impact Model provides an innovative structured approach to tackle deeply entrenched and complex social problems. It supports making collaboration work across government, business, philanthropy, non-profit organisations and communities to achieve significant and lasting social change within the Community.

(See Appendix 1 for Collective Impact Framework)

RECOMMENDATIONS

Cherbourg 6 point plan

That the draft Cherbourg 6 point plan be provided to the CASC and Elders for comment and consideration.

That the final Cherbourg 6 Point Plan continue the development and implementation of the performance framework. Providing clear direction, identified key strategies, activities, responsible agencies, performance measures and timelines, resulting in delivery on commitments and accountability within the Cherbourg community.

Sports and Recreation Facility

That the continued development of the Cherbourg Sports and Recreation facility be supported by adequate numbers of qualified and committed staff capable of delivering structured sport and recreation-based programs.

Queensland Police Service (QPS)

That the QPS ensures that operational policing levels at the Murgon/Cherbourg police divisions are sufficient to maintain law and order.

That the QPS provides cultural awareness training to all officer's that are transferred to Cherbourg or Murgon Divisions.

That the QPS provides an additional PLO to support both the Murgon PCYC and Cherbourg Sports and Recreation facility.

Dept Aboriginal and Torres Strait Islander Partnerships (DATSIP)

That DATSIP continue to support JR and the use of a collective impact model or similar to work with the community to identify community requirements and support the delivery of those services, as a pilot for further community engagement.

That DATSIP conduct an evaluation of the progress of the JR initiatives and the use of the collective impact model.

That DATSIP continue to work towards a Business Enterprise model with the community and consider using the support of a collective impact model.

That DATSIP supports the Cherbourg Men's Shed to develop a Community Values Statement to help unify the Cherbourg community.

Report submitted by

Andy Henderson

Senior Government Coordinator

DATSIP

7 February 2019

RTI RELEASE

Appendix 1 - Collective Impact Model

The Collective Impact Model is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change.

Using the collective impact model, can bring people together in a structured way, to achieve social change and address the issue of too many organisations working in isolation from each other.

It can start with a common agenda that means coming together to collectively define the problem and create a shared vision to solve it.

It should establish shared measurement that means agreeing to track progress in the same way, allowing for continuous improvement.

It has the ability to foster mutually reinforcing activities that allows coordinating collective efforts to maximize the end result.

It encourages a continuous communication process that allows the building trust and relationships among all participants.

It will require a strong **backbone** that provides a team dedicated to orchestrating the work of the group.

Approach

- Develop a common agenda where all participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through mutually agreed-upon actions.
- Have shared measurements where all participants agree on how to measure and report on progress, with a short list of common indicators identified to drive learning and improvement.
- Undertake mutually reinforcing activities where a diverse set of stakeholders, from across the community, coordinate a set of differentiated, mutually reinforcing set of activities.
- Commit to continuous communication where all stakeholders engage in frequent, structured communication to build trust, assure mutual objectives, and create common motivation.
- Establish a backbone support with dedicated staff providing support and key functions for the sustained operation.

Principles

Principles of Practice:

- Design and implement the initiative with a priority placed on equity
- Include community members in the collaborative as part of local decision making

- Recruit and co-create with cross-sector partners
- Use data to continuously learn, adapt, and improve
- Cultivate leaders with unique system leadership skills
- Focus on program and system strategies
- Build a culture that fosters relationships, trust, and respect across participants

Roles

What does the Backbone team do?

It fosters the cross-sector communication, alignment, and collaboration required to achieve a population-level systems change in the community by:

- **Guiding vision and strategy:** The backbone team works together with the Leadership Table to provide data, prioritise opportunities for action, and adapt to changing context and systems in the overall vision and strategy of the effort. It prioritises equity in its efforts to guide the vision and strategy, thereby ensuring that Leadership Table keep equity at the centre of their strategies and actions.
- **Supporting aligned activities:** The backbone facilitates dialogue between partners, provides direct support for the Leadership Table as needed, and generally helps to coordinate the actions across the effort.
- **Establishing shared measurement practices:** The backbone manages data collection among partners and supports the use of data for learning and evaluation of the effort.
- **Cultivating community engagement and ownership:** The backbone cultivates broad relationships throughout the community, in coordination with the Leadership Table, seeking to build an inclusive effort that authentically engages and fosters ownership within the community over the long term.
- **Advancing policy:** As the collective impact effort matures, the backbone can play a role supporting a policy agenda across government agencies in support of the effort's overall goal.
- **Mobilising resources:** The backbone plays a key role in developing resources for the initiative's sustainability.

What does this team **NOT** do?

- The backbone does not set the Leadership Table's agenda. Rather, it collates the input from different members to collectively build and maintain focus around the common agenda as defined by Leadership Table with input from the community.
- The backbone does not drive or independently determine the solutions. Rather, it supports the Leadership Table and members as they align the activities within their respective organisations with the common agenda.
- The backbone receives funding to operate but is not responsible for implementation of services, innovation, advocacy, or other types of activities that the partners advance, in service of the collective effort's goal.

What does this leadership position do?

Provide professional leadership and hands on support, if necessary to:

- See the greater system, even those aspects or elements that are less visible from the place based leader's particular vantage point, and helps other people to understand the greater system and the complexity of which they are a part;
- Foster a reflective and generative type of dialogue that leads to greater clarity, understanding of difference, and innovation; and
- Shift collective focus from reactive problem-solving to co-creation of the future.
- Navigate the interpersonal dynamics of partnership and collaboration
- Lead the cross agency (government and non-government) integrated services strategic forum.

The Leadership Table

The Leadership Table is a formalised group of community leaders participating in a Partnership to lead social change. It is charged with setting the overall strategy for the Partnership, committing to see that the right work gets done, and breaking down political, social and organisational barriers that inhibit the system from working effectively. It is responsible for setting the overall direction, and for selecting priorities on which to focus.

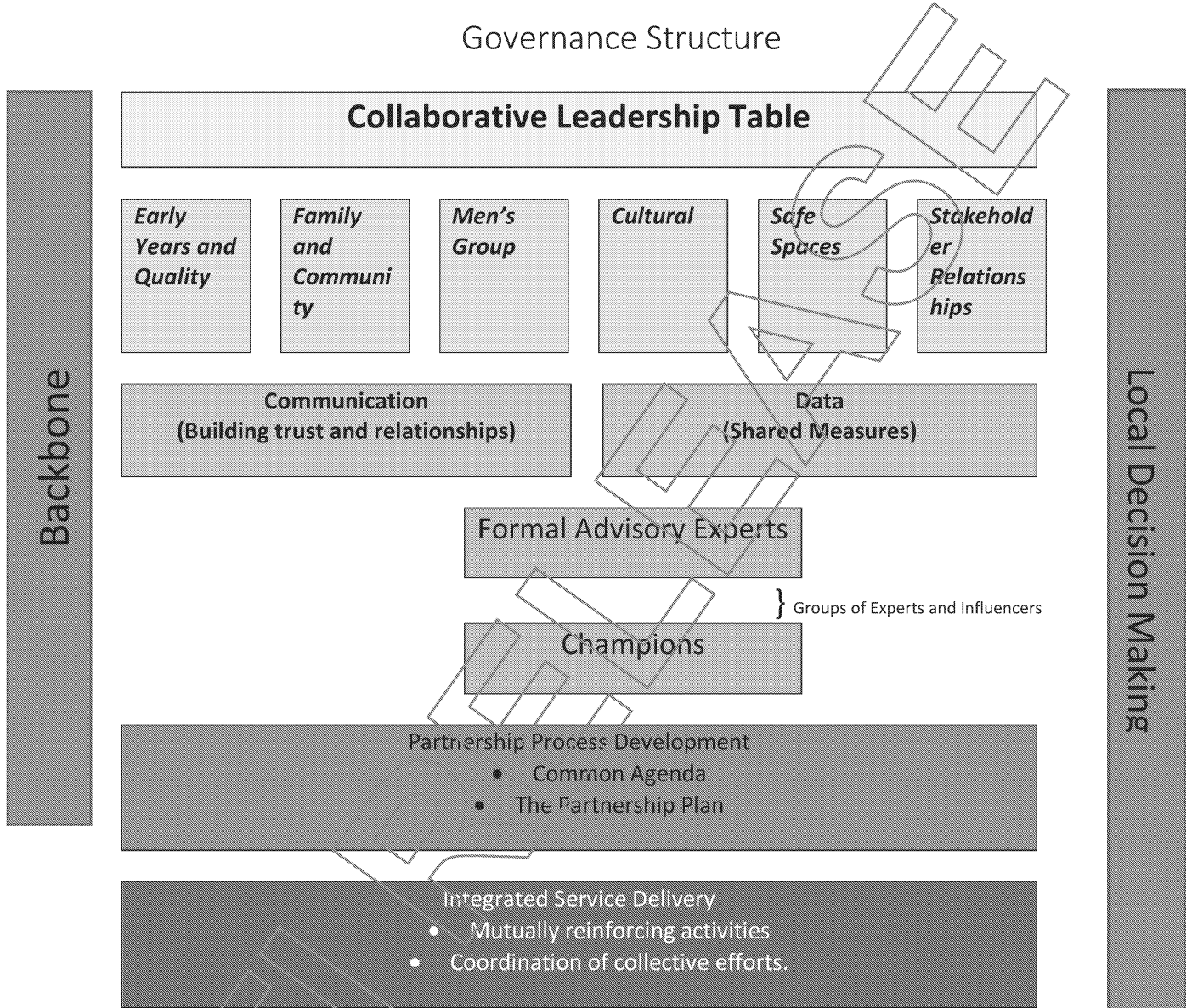
In the Cherbourg community the Leadership Table could be made up of leadership members from CASC, QH, Businesses, DE, Schools, CSYW(YJ), DATSIP, DHPW and QPS.

Partnership Process "Health Check"

The Partnership Process sustains the Leadership Table by checking that partners understand each other's organisational cultural perspectives, goals and objectives. An agreed vision is the starting point for the development of a common agenda and any strategic action coming from the Leadership Table. It provides the foundation to build upon and helps in determining clarity around objectives, goals and actions. It sustains the structures for joint action in which complementary resources (know-how, skills, funding, etc.) can be tapped and different interests be balanced while the parties involved retain full independence. It establishes the framework for stakeholders to agree to exchange information and work towards a common goal, and the resources and decision making becomes shared amongst stakeholders. It provides a "checking point" to ensure that partners are still on track with each other and the agreed deliverables and takes the temperature of the Leadership Table to ensure barriers and road blocks in the relationships are addressed in a timely manner and do not inhibit the work of the Leadership Table.

It is an intensive process that maintains a strong line of vision of the partners working together. It requires strategic and operational integration and a recognition of each other's positions, vision, mission and values.

It is interesting to note that the Justice Reinvestment in Cherbourg Report recommends the consideration of a collective impact model to support that project going forward.



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Appendix 2 - ACRONYMONS

BYDS	Brisbane Youth Detention Centre
CASC	Cherbourg Aboriginal Shire Council
CHR	Cherbourg Heightened Response
Cherbourg SC	Cherbourg State School
Cherbourg SHC	Cherbourg State High School
CRAAIHS	Cherbourg Regional Aboriginal and Islander Health Services
CSYW	Department of Child Safety, Youth and Women
CTC	Community Training Centre
DATSIP	Dept Aboriginal and Torres Strait Islander Partnerships
DCDSS	Department of Communities, Disability Services and Seniors
DG	Director General
DHPW	Dept of Housing and Public Works
DJAG	Dept of Justice and Attorney General
DNRM	Department Natural Resources, Mines and Energy
DPMC	Department of Premiers and Cabinet
FASD	Fetal alcohol spectrum disorder
JR	Justice Reinvestment
LCB	Local Consultative Body
MAGG	Multi Agency Governance Group
Murgon SC	Murgon State School
Murgon HS	Murgon High School
NDIS	National Disability Insurance Scheme
NGOs	Non-Government Organisations
PCYC	Police Citizens and Youth Centre ??
PLO	Police Liaison Officer
QED	Dept of Education
QFES	Queensland Fire and Emergency Services
QH	Queensland Health
QPC	Queensland Productivity Commission
QPS	Queensland Police Service
SBRC	South Burnett Regional Council
YJ	Youth Justice

Cherbourg Heightened Response

Report prepared by Senior Government Coordinator Andy Henderson

Background

In July 2018, in response to community concerns regarding youth crime in Murgon and Cherbourg the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) in consultation with the Cherbourg Aboriginal Shire Council (CASC), South Burnett Regional Council (SBRC), government agencies, non-government organisations and community implemented a heightened response to respond to immediate issues.

In August 2018 DATSIP in consultation with CASC and the Barambah Justice Group appointed a Senior Government Co-ordinator (SGC) Mr Andy Henderson, to assist with the implementation and coordination of the whole-of-government strategy. Mr Henderson's position reports directly to the Director-General, DATSIP.

The SGC works across all levels of government and non-government service providers, and with elected officials and community groups, to develop and implement strategies focussed on restoring community wellbeing and creating community cohesion and harmony.

A key aspect of the SGC's role is to complete a review and evaluation of the effectiveness of existing government and non-government service provision in Cherbourg. This work will identify gaps and duplication in services delivery with a report to be delivered to the Director-General, DATSIP before the end of 2018.

The SGC works with an acting Inspector of the Queensland Police Service (QPS), who is responsible for the co-ordination of police services in the Cherbourg/Murgon area and provide collaborative support to ensure broad stakeholder engagement.

The Government's heightened response has led to increased collaboration between government agencies. The SGC established a local Cherbourg Heightened Response committee consisting of government departments including DATSIP, Education, Health, Cherbourg Regional Aboriginal Islander Health Services, Youth Justice, Child Safety, QPS and JAG. The Deputy Mayor and CEO of Cherbourg Aboriginal Shire Council and the Deputy Mayor of the South Burnett Regional Councils attend the fortnightly meetings. At each meeting members provide updates on issues, recent actions and the next steps.

The government's heightened response has short-term results including:

- Increased police activity has seen crime offences in general decrease.
- School attendance and enrolment initiatives are being trialled by Education, with the school and Elders conferencing parents and carers to support young people to remain in education.
- Four new identified Indigenous positions at Murgon State High School will be supporting the trial.
- Number of young people in custody has decreased with Child Safety working with key stakeholders to support young people when they return to community.

The above results are supported by:

Youth Justice

Introduction of a Motor Vehicle Offenders Program - targeting young people who have engaged in motor vehicle theft. The program highlights the potential dangers and consequences of their actions, to themselves, their family, the community and emergency first responders. The first class of four graduated in October 2018, with a further program planned for late 2018. The program is supported by Queensland Fire and Emergency Services and QPS.

Cherbourg Sport and Recreation Centre and Murgon PCYC

Managers of both facilities are working collaboratively to develop a range of programs to engage youth.

The recent school holiday program was well received by the communities with activities provided in Cherbourg and Murgon. Planning is to commence shortly for programs in December and January. Programs will include Drum Beat, art, movie nights, discos, together with drop in games and gymnastics.

Attendance at both facilities is good attracting approximately 70 children, between 6am to 8pm.

Cherbourg Sports and Recreation will be conducting a family fun day on Saturday 27 October 2018. The free event will include a BBQ, Golf, Rugby League, Baseball, Hockey, Touch Football, Cricket, Tennis, Soccer and Traditional Indigenous Games.

Domestic and Family Violence

Reducing Domestic and Family Violence is a major focus of CASC, the community and government and non-government agencies.

The Cherbourg Domestic Violence High Risk Team (HRT) is one component of the Integrated Service Response trial in Cherbourg, and was established in response to recommendation 74 of the 'Not Now, Not Ever' report.

HRT is a multiagency initiative to establish and implement safety responses to high risk victims and their children.

The following agencies are core members:

- HRT Co-ordinator – South Burnett Community Training Centre (CTC)
- Department of Communities, Disability Services and Seniors – Lead Agency
- QPS
- Department of Justice and Attorney-Generals (Courts, Probation and Parole, Youth Justice)
- Qld Health
- Department of Housing and Public Works
- Victims Assist Qld

Since commencing at the end of August 2017, HRT has accepted 96 referrals with 48 cases open.

- Engagement with DV support services by victims has increased
- Reporting of incidences of domestic and family violence.

HRT are supported by the continued involvement of CTC, Elders (Safe Haven patrols) and Police Liaison Officer's.

Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)

DATSIP is working with a local security company and CASC to establish a social enterprise project *Cherbourg Security and Traffic Management Company* (CSTMC).

The proposed project supported by CASC involves the development of a state of the art CCTV network in Cherbourg.

The CSTMC proposal includes the employment of 11 local community members to be trained in security accreditation. The training and operations of the CSTMC will initially be conducted under the license of a local security company before being handed over to the CASC to manage.

The CSTMC proposal is currently with Council for review and advice.

Health

The Cherbourg Health Services and the Cherbourg Regional Aboriginal and Islander Health Services (CRAAIHS) provide an extensive range of health and clinical services locally.

Services extend to training and awareness programs and have included mental health and substance abuse workshops.

Ear screening is undertaken in local schools once per term, with 250 kids at Cherbourg involved. Referrals for treatment is facilitated by the 'Deadly Ears' program, which undertakes clinics twice a year in Cherbourg.

A four day FASD work shop was conducted 8-11 October, with 154 participants and 28 facilitators involved.

A major issue in the community and surrounding area is the absence of paediatric services in Cherbourg and surrounding areas.

Department of Housing and Public Works

There are a number of projects occurring in Cherbourg including:

The construction of 10 new houses which are nearing completion

The Women's shelter is scheduled for completion at the end of November

Improvement and renovation works at the Cherbourg Sport and Recreation Centre.

30 community members have been employed through the housing program.

CASC continues to employ 30 staff to deliver maintenance programs within Cherbourg.

BAS to work closely with CASC to identify future budgets and/or possibility of future works which will allow further employment. This will be continually reviewed.

CASC is satisfied with existing workforce to deliver its current program of works.

Cherbourg Men's Shed

The Cherbourg Men's Shed is chaired by DATSIP's Regional Director, Manny Hegarty, with approximately 20 Elders and community members participating.

The group has been discussing initiatives to facilitate community ownership of social problems.

The group is identifying leaders from local family groups to work towards decreasing anti-social behaviour perpetrated by family members.

Members of the group are planning to march through Murgon on White Ribbon Day, 23 November, to demonstrate their support for ending violence against women.

Rugby League as a 'steps to success' initiative

The Deputy Mayor, South Burnett Regional Council chairs the 'Steps to Success'. The initiative uses volunteers from the rugby league community to provide rugby league interaction to 11 disengaged young people between the ages of 10 to 15. At present this is conducted at Cherbourg. Meetings continue to identify long term strategies, to use Rugby League to connect with young people.

Improving Employment Opportunities

The Deputy Mayor, SBRC has indicated work is being done to examine the viability of the Murgon Meatworks reopening. This has the potential to be a significant employer locally.

A joint project between the Department of Justice and Attorney General (DJAG) and CASC has been established to give community support in securing a Blue Card thereby improving opportunity for employment.