



NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

**COMMUNITY SERVICES
STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL**

TO BE HELD ON
TUESDAY, 8 SEPTEMBER 2026
COMMENCING AT 1.00PM

**ISAAC REGIONAL COUNCIL
MORANBAH COUNCIL CHAMBERS**

CALE DENDLE
Chief Executive Officer

HEIDI ROBERTS
Committee Officer
Director Community Services

Committee Members:
Cr Viv Coleman (Chair)
Mayor Kelly Vea Vea
Cr Melissa Westcott
Cr Alaina Earl
Cr Terry O'Neill

LOCAL GOVERNMENT ACT 2009

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

254J Closed meetings

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its councillors or members consider it necessary to close the meeting to discuss one or more of the following matters—
 - (a) the appointment, discipline or dismissal of the chief executive officer;
 - (b) industrial matters affecting employees;
 - (c) the local government's budget;
 - (d) rating concessions;
 - (e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
 - (f) matters that may directly affect the health and safety of an individual or a group of individuals;
 - (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
 - (h) negotiations relating to the taking of land by the local government under the [*Acquisition of Land Act 1967*](#);

- (i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State;
 - (j) an investigation report given to the local government under chapter 5A, part 3, division 5 of the Act.
- (4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in section [150ER](#)(2), [150ES](#)(3) or [150EU](#)(2) of the [Act](#) will be considered, discussed, voted on or made be closed.
- (5) A resolution that a local government meeting be closed must—
 - (a) state the matter mentioned in subsection (3) that is to be discussed; and
 - (b) include an overview of what is to be discussed while the meeting is closed.
- (6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

254K Participating in meetings by audio link or audio visual link

- (1) A local government may allow a person to take part in a meeting of the local government by audio link or audio visual link.
- (2) A committee of a local government may allow a person to take part in a meeting of the committee by audio link or audio visual link.
- (3) A councillor or committee member who takes part in a local government meeting under subsection (1) or (2) is taken to be present at the meeting if the councillor or member was simultaneously in audio contact with each other person at the meeting.
- (4) In this section—

audio link see the [Evidence Act 1977, section 39C](#).

audio visual link see the [Evidence Act 1977, schedule 3](#).

**COMMUNITY SERVICES
STANDING COMMITTEE MEETING
OF ISAAC REGIONAL COUNCIL
TO BE HELD ON
TUESDAY 8 SEPTEMBER 2026
COUNCIL CHAMBERS, MORANBAH**

1. OPENING OF THE MEETING
2. APOLOGIES
3. DECLARATION OF CONFLICTS OF INTEREST
4. CONFIRMATION OF MINUTES
5. OFFICER REPORTS
6. GENERAL BUSINESS
7. CONCLUSION

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1. OPENING OF MEETING

2. APOLOGIES

3. DECLARATION OF CONFLICTS OF INTEREST

4. CONFIRMATION OF MINUTES

Community Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, commencing 1.00pm on Tuesday, 11 August 2026.

5. OFFICER REPORTS

5.1 COMMUNITY SERVICES MONTHLY FINANCIAL REPORT AS AT 26 AUGUST 2026

EXECUTIVE SUMMARY

A monthly Community Services financial report is presented to the Standing Committee stating the progress made in relation to the budget for the period of the financial year drawn from the Council monthly Financial Report. Variances are noted by exception.

5.2 COMMUNITY SERVICES FY2025_2026 CAPITAL PROJECTS PROGRESS REPORT AS AT 27 AUGUST 2026

EXECUTIVE SUMMARY

This report is to provide an update to Council on the delivery of the Community Services 2025-2026 Capital Works Program.

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5.3 MINOR GRANTS & MAJOR COMMUNITY GRANTS SUMMARY AUGUST 2026

EXECUTIVE SUMMARY

Under s195 of the *Local Government Regulations 2012*, Council is required to have a Community Grants Policy. Council's Community Grants Policy, adopted 25 August 2021, provides that a monthly report is provided to Council detailing the major and minor grants approved under delegation by the Manager Community and Cultural Services.

This report summarises all the sponsorships, major and minor grants (including school bursaries and individual or team development grants) approved under delegation for the period 1 August to 31 August 2026.

5.4 CLOSURE OF LEGACY PLANNING, ENVIRONMENT AND COMMUNITY SERVICES INITIATIVES

EXECUTIVE SUMMARY

This report seeks Council's endorsement to formally close out a group of legacy community Planning, Environment and Community Services initiatives as not delivered. The initiatives are as follows:

- Quality-of-Life Survey implementation pathway,
- Community Engagement Policy implementation framework and associated implementation activities,
- Social Infrastructure Strategy, and
- Place Management Model.

While elements of this work are on the public record and remain relevant to Council's strategic intent, the available evidence does not demonstrate that the initiatives were ever undertaken or fully implemented, resourced or reported on as active delivery programs.

5.5 ISAAC MUSEUMS CLOSURE ARRANGEMENTS FY2026-2027

EXECUTIVE SUMMARY

This report seeks Council endorsement of the proposed seasonal closure arrangements for the region's two staffed museums from December 2026 to March 2027 to enable priority collection management, rationalisation and maintenance activities to be undertaken.

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5.6

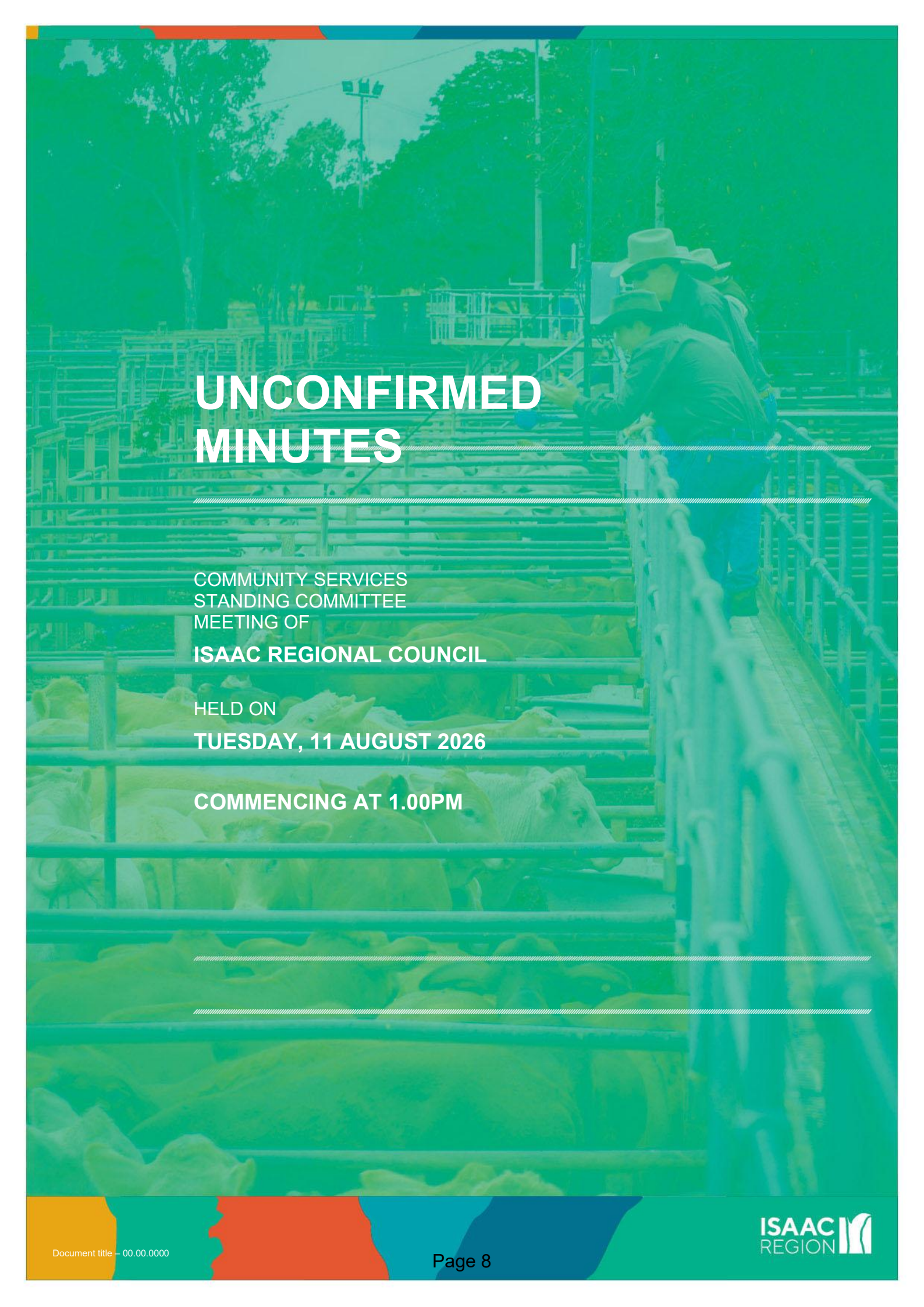
SAFETY & RESILIENCE UPDATE

EXECUTIVE SUMMARY

The Safety & Resilience team strengthened organisational WHS performance by escalating critical risks to ELT, completing occupational hygiene monitoring across all townships, progressing team capability initiatives, and delivering ongoing assurance, investigation, inspection, and risk management activities.

6. GENERAL BUSINESS

7. CONCLUSION



UNCONFIRMED MINUTES

COMMUNITY SERVICES
STANDING COMMITTEE
MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
TUESDAY, 11 AUGUST 2026

COMMENCING AT 1.00PM

UNCONFIRMED MINUTES

ISAAC REGIONAL COUNCIL
UNCONFIRMED MINUTES OF THE
COMMUNITY SERVICES
STANDING COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, MORANBAH
ON TUESDAY 11 AUGUST 2026

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ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

COMMUNITY SERVICES

STANDING COMMITTEE MEETING

HELD IN COUNCIL CHAMBERS, MORANBAH

ON TUESDAY 11 AUGUST 2026 COMMENCING AT 1.00PM

ATTENDEES

Cr Viv Coleman, Division Eight (Chair)
Cr Alaina Earl, Division Five
Cr Terry O'Neill, Division One (*by Video Conference*)
Cr Vern Russell, Division Two (*Alternate Member*)
Cr Melissa Westcott, Division Three
Mayor Kelly Veal

**COMMITTEE
APOLOGIES**

OBSERVERS

Cr Jane Pickels, Division Six
Cr Rachel Anderson, Division Seven

OFFICERS PRESENT

Ms Heidi Roberts, Director Community Services
Mr Mick St Clair, Manager Planning and Environment and Acting
Manager Community Education and Compliance (*Via
Videoconference*)
Mr Shane Brandenburg, Manager Economic Development
Mr Mark Davey, Program Manager – Capital Delivery
Mrs Kendall O'Neill, Manager Community and Cultural Services
Mrs Lisa Tonkin, Industry and Investment Advisor
Mrs Donna Wilson, Community Grants Officer
Mrs Lavinnia Jones, Senior Executive Support
Mrs Brianna Baggow, Public Affairs and Media Officer
Ms Teika Kirkman, Executive Assistant to the Office of the Mayor and
CEO

1. OPENING

The Chair, Cr Viv Coleman welcomed all in attendance, declared the meeting open at 1.00pm and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

2. APOLOGIES AND LEAVE OF ABSENCES

There are no apologies or leave of absence this meeting.

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest declared this meeting.

NOTE:

Council acknowledges that Chapter 5B Councillors' Conflicts of Interest of the Local Government Act 2009 does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.

4. CONFIRMATION OF MINUTES

Confirmation of minutes from Community Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, at 1.00pm on Tuesday, 7 July 2026.

Resolution No.: COMM08/26-0110

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Minutes of the Community Services Standing Committee Meeting held at Council Chambers, Moranbah commencing at 1.00pm on Tuesday, 7 July 2026.

Carried

5. OFFICERS REPORTS

5.1 Community Services Monthly Financial Report as at 29 July 2026

EXECUTIVE SUMMARY

A monthly Community Services financial report is presented to the Standing Committee stating the progress made in relation to the budget for the period of the financial year drawn from Council monthly Financial Report. Variances are noted by exception.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the Community Services financial statements for the period ended 29 July 2026.**

Resolution No.: COMM08/26-0111

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

- 1. Receives and notes the Community Services financial statements for the period ended 29 July 2026.**

Carried

5.2 Community Services Fy2026_2027 Capital Projects Progress Report as at 30 July 2026

EXECUTIVE SUMMARY

This report is to provide an update to Council on the delivery of the Community Services 2026-2027 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommend that Council:

- 1. Receives and notes the monthly Community Services 2026-2027 Capital Progress Summary Report as at 30 July 2026.***

Resolution No.: COMM08/26-0112

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

- 1. Receives and notes the monthly Community Services 2026-2027 Capital Progress Summary Report as at 30 July 2026.**

Carried

5.3 Major and Minor Community Grants Summary July 2026

EXECUTIVE SUMMARY

Section 195 of the Local Government Regulation 2012 requires Council to maintain a Community Grants Policy. Council's Community Grants Policy, adopted on 26 May 2026, requires a monthly report to Council on grants approved under delegation by the Manager Community and Cultural Services. This report summarises all major grants and minor grants, (including school bursaries and individual or team development grants) approved under delegation for the period 1 July to 31 July 2026.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Notes the major, minor community grants, school bursaries and individual or team development grants approved under delegation for the month of July 2026.***
- 2. Advises the applicants the grant constitutes sponsorship of the event and Isaac Regional Council is to be recognised in the same manner as equivalent corporate sponsors in addition to any acknowledgement requirements within the Community Grants Guidelines.***

3. *Notes that further budget adjustments may be undertaken at Council's third quarter budget review to ensure sufficient funds are available for community grants for the remainder of the financial year.*

Resolution No.: COMM08/26-0113

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

1. **Notes the major, minor community grants, school bursaries and individual or team development grants approved under delegation for the month of July 2026.**
2. **Advises the applicants the grant constitutes sponsorship of the event and Isaac Regional Council is to be recognised in the same manner as equivalent corporate sponsors in addition to any acknowledgement requirements within the Community Grants Guidelines.**
3. **Notes that further budget adjustments may be undertaken at Council's third quarter budget review to ensure sufficient funds are available for community grants for the remainder of the financial year.**

Carried

5.4 Regional Significant Event (Sponsorship) Three-Year Recurring Funding List

EXECUTIVE SUMMARY

Under s195 of the Local Government Regulation 2012, Council is required to maintain a Community Grants Policy. This report seeks Council's endorsement of a list of recurring funding opportunities for a three financial year cycle. This report also seeks Council's endorsement of the approval process for one-off Regional Significant Event (Sponsorship) funding opportunities.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. **Endorses the Regional Significant Event (Sponsorship) Funding List for FY2026/27, FY2027/28 and FY2028/29;**
2. **Notes that all one-off applications for Regional Significant Event (Sponsorship) funding are to be approved by Council resolution (via Standing Committee)**

Resolution No.: COMM08/26-0114

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. *Endorses the Regional Significant Event (Sponsorship) Funding List for FY2026/27, FY2027/28 and FY2028/29;***
- 2. *Notes that all one-off applications for Regional Significant Event (Sponsorship) funding are to be approved by Council resolution (via Standing Committee)***

Carried

ATTENDANCE

Mrs Donna Wilson left the meeting at 1:24pm.

Mayor Kelly Ve a Ve left the meeting at 1:24pm.

Mr Shane Brandenburg left the meeting at 1:24pm and returned at 1:25pm.

Mrs Jessica Bugeja, Research and Policy Advisor entered the meeting via videoconference at 1:28pm.

Mrs Brianna Baggow left the meeting at 1:39pm.

5.5

2025/2026 Annual Operation Plan – Quarterly Report - Fourth Quarter

EXECUTIVE SUMMARY

This report provides the final update of Community Services delivery of the Annual Operational Plan for 2025-2026.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. *Receives and notes Community Services quarter four, final update for the 2025-2026 Annual Operational Plan.***

Resolution No.: COMM08/26-0115

Moved: Cr Terry O'Neill

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. *Receives and notes Community Services quarter four, final update for the 2025-2026 Annual Operational Plan.***

Carried

UNCONFIRMED MINUTES

Resolution No.: COMM08/26-0116

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That the Community Services Standing Committee closes the meeting to the public at 1.39pm under 254J(3) (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government, to receive a confidential briefing for Confidential Report 5.6 Mayor Projects.

Carried

ATTENDANCE

Mrs Brianna Baggow entered the meeting at 1:43pm.

PROCEDURAL MOTION:

Resolution No.: COMM08/26-0117

Moved: Cr Alaina Earl

That the Committee open the meeting to the public at 2:12am.

Carried/Lost

CONFIDENTIAL REPORT

In accordance with the Local Government Act 2009 and Section 254J (3)(g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

5.6

Major Projects

EXECUTIVE SUMMARY

This report updates Council on the status of major projects and their associated activities across Isaac.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Notes the status of major projects across the Isaac region.***

Resolution No.: COMM08/26-0118

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Notes the status of major projects across the Isaac region.

Carried

Note: Data Centre workshop to be delivered after the Community Services Standing Committee in September 2026

6. GENERAL BUSINESS

6.1 Building Certifiers in the Isaac Region

Cr Melissa Westcott informed the Committee that there appears to be a shortage of building certifiers in the region and discussed the potential impacts this shortage may have on developers, as well as on Isaac Regional Council.

The Manager Planning and Environment and Acting Manager Community Education and Compliance confirmed that, in the interim, vendors in surrounding areas are available to provide services to the region and advised that the situation will continue to be monitored.

The Director Community Services confirmed that a meeting will be held with the appropriate internal stakeholders to discuss the matter further.

ACTION: DIRECTOR COMMUNITY SERVICES

6.2 St Lawrence Wetlands Weekend 2027

Cr Viv Coleman informed the Committee that a save-the-date has been released for the 2027 St Lawrence Wetlands Weekend, which will be held from 2 to 4 July 2027. Cr Coleman advised that communications and promotional material relating to the event will begin to be circulated in the near future.

6.3 Snows Place, Nebo

Cr Jane Pickels advised the Committee that, due to the condition of the building known as Snows Place, the Museum Working Group has removed all significant items and memorial artefacts from the site, as the building is no longer considered safe to enter.

Cr Pickels further advised that, in recognition of Snow's historical connection to the Nebo community, the story of Snow and his contribution to the region will continue to be acknowledged through existing displays at the Nebo Museum.

UNCONFIRMED MINUTES

Cr Pickels suggested that further discussions and community consultation should take place regarding the future of the site and the land on which the building is located.

ACTION: DIRECTOR COMMUNITY SERVICES

7. CONCLUSION

There being no further business, the Chair declared the meeting closed at 2.29pm.

These minutes will be confirmed by the Committee at the Community Services Standing Committee Meeting to be held on Tuesday 8 September 2026 in Moranbah.

MEETING DETAILS

Community Services Standing Committee Meeting
Tuesday 8 September 2026

AUTHOR

Heidi Roberts

AUTHOR POSITION

Director Community Services

5.1

COMMUNITY SERVICES MONTHLY FINANCIAL REPORT AS AT 26 AUGUST 2026

EXECUTIVE SUMMARY

A monthly Community Services financial report is presented to the Standing Committee stating the progress made in relation to the budget for the period of the financial year drawn from Council monthly Financial Report. Variances are noted by exception.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the Community Services financial statements for the period ended 26 August 2026**

BACKGROUND

Monthly financial reporting supports Council's commitment to good governance, transparent decision-making and effective budget oversight. The report provides an assessment of actual financial performance against the adopted budget together with commentary on material variances and commitments.

IMPLICATIONS

Risk Category – Financial

Council has the following risk appetite:

- Averse – for ability to meet cashflow requirements, managed through maintaining sufficient cash balances.
- Cautious – for investment of surplus cash, managed through Council's investment policy.
- Open – for renewal of assets and borrowing to meet key objectives, managed through Council's capital program and debt policy.

Financial performance is monitored to ensure that Council remains within budget and continues to deliver efficient and effective services to the community.

Year to date actual figures represent the position as at 26 August 2026 to meet the reporting timelines for the Standing Committee Meeting.

Operating Position

The financial statements for the period ending 26 August 2026 show an operating position before capital items of **(\$3,391,488)**, which is **\$161,563 favourable** when compared with the year-to-date budget position of **(\$3,553,051)**. The favourable variance is predominantly attributable to operating revenue exceeding budget and operating expenditure being marginally below budget.

Operating Revenue

Operating revenue of **\$451,000** is **\$145,332 favourable** to budget.

The favourable result is primarily due to receipt of higher than anticipated operating grants subsidies and contributions, other recurrent revenue and fees and charges.

Venue rental income is \$550 unfavourable to budget.

Operating Expenditure

Operating expenditure of **\$3,842,488** is **\$16,231 favourable** against the year-to-date budget. Key variances include:

- Employee expenses and finance costs are favourable to budget.
- Materials and services are slightly unfavourable to budget.
- Depreciation and corporate overhead allocations are consistent with budget assumptions.

Commitments

Current commitments total **\$1,133,123**, with larger commitments of note including \$330K Isaac Resource Excellence Project operational consultancy, \$207K Housing Supply Scheme (Grant Funded) and \$56K Hydraulic Flood Monitoring. These commitments will continue to be monitored as part of ongoing budget management processes.

Capital Revenue

No capital revenue has been recognised year-to-date against a full-year budget allocation of **\$26.6 million**. The timing of grant claims and project milestones is expected to influence future recognition of capital revenue.

Financial Risks

The primary financial risks for the Directorate include:

- Timing differences in grant revenue recognition.
- Cost escalation impacts on contracted services and projects.
- Delivery schedules for grant-funded programs.
- Budget impacts arising from unplanned service demands.

Current performance does not indicate any material financial sustainability concerns.

CONSULTATION

Financial Services.

BASIS FOR RECOMMENDATION

For information only.

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

Nil

Report prepared by:	Report authorised by:
HEIDI ROBERTS	CALE DENDLE
Director Community Services	Chief Executive Officer
Date: 31 August 2026	Date: 2 August 2026

ATTACHMENTS

- Attachment 1 - Statement of Comprehensive Income - Community Services August 2026

REFERENCE DOCUMENT

- Nil

ISAAC REGIONAL COUNCIL Statement of Comprehensive Income For the Period Ended 26 August 2026							
Community Services							
	Notes	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Commitments	Completion
		\$	\$	\$	\$	\$	%
Income							
Operating Revenue							
Fees & Charges		210,458	173,525	36,933	2,258,150	-	9.3%
Rental Income		-	550	(550)	3,300	-	0.0%
Operating Grants, Subsidies & Contributions		170,986	96,176	74,810	1,005,278	-	17.0%
Other Recurrent Revenue		69,556	35,417	34,140	37,500	-	185.5%
		451,000	305,668	145,332	3,304,228	-	13.6%
Expenses							
Operating Expenses							
Employee Expenses		1,826,380	1,872,745	(46,364)	11,402,540	-	16.0%
Materials & Services	1	1,153,059	1,120,577	32,482	6,255,627	1,133,123	18.4%
Finance Costs		86,019	88,367	(2,348)	660,481	-	13.0%
Depreciation and Amortisation		285,654	285,654	-	1,713,922	-	16.7%
Corporate Overheads & Competitive Neutrality Costs		491,376	491,376	-	2,948,257	-	16.7%
		3,842,488	3,858,719	(16,231)	22,980,827	1,133,123	16.7%
Operating Position Before Capital Items							
		(3,391,488)	(3,553,051)	161,563	(19,676,599)	(1,133,123)	17.2%
Capital Revenue							
Capital Revenue		-	-	-	26,576,652	-	0.0%
		-	-	-	26,576,652	-	0.0%
Net Result Attributable to Council in Period							
		(3,391,488)	(3,553,051)	161,563	6,900,053	(1,133,123)	(49.2%)
Total Comprehensive Income							
		(3,391,488)	(3,553,051)	161,563	6,900,053	(1,133,123)	(49.2%)

1. Materials & Services for the financial year to date are \$32,482 favourable with \$1,153,059 of actual expenditure against YTD budget of \$1,120,577. YTD commitments are \$1,133,123 with larger commitments of note are \$330K IREP operational consultancy, \$207K Housing Supply Scheme (Grant Funded) and \$56K for Hydraulic Flood Monitoring.

MEETING DETAILS

Community Services Standing Committee Meeting
Tuesday 8 September 2026

AUTHOR

Mark Davey

AUTHOR POSITION

Program Manager – Capital Delivery

5.2 COMMUNITY SERVICES FY2026_2027 CAPITAL PROJECTS PROGRESS REPORT AS AT 27 AUGUST 2026

EXECUTIVE SUMMARY

This report is to provide an update to Council on the delivery of the Community Services 2026-2027 Capital Works Program.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Receives and notes the monthly Community Services 2026-2027 Capital Progress Summary Report as at 27 August 2026.**

BACKGROUND

Monthly updates regarding delivery of the 2026-2027 Community Services Capital Works program are provided to ensure Council are aware of progress, opportunities and risks in the delivery of the program.

2026-2027 Community Services Capital program expenditure as at 27 August 2026:

Community Services	Approved Forward Budget	Approved 2026/27 Capital Budget	2026/27 Actual Expenditure	Current commitments
TOTAL	\$ 3,047,234.00	\$ 25,192,000.00	\$ 333,479.02	\$ 12,692,540.91

Key Project Updates:

Glenden projects

Previously listed projects in Glenden have been deferred with funds retained in the Glenden reserve. Announced funding through the Department of Natural Resources and Mines for the creation of the Glenden Hub have been approved to be retained for application towards a project on approval from the State.

Dysart (DYS) Miners Memorial – Design completed. External funding from union counterparts is required for completion.

IMPLICATIONS

The attached Community Services 2026-2027 Capital Projects Progress Summary (Attachment 1) details the status of all projects, including risk, operational and budget implications.

IDENTIFIED ISSUES

As per Attachment 2, there are complexities with the IREP project that have financial implications.

CONSULTATION

Director Community Services

Community Services Leadership Team

BASIS FOR RECOMMENDATION

To ensure Council is apprised of project status and to identify any risks such as project delays, overspend or possible project failures.

ACTION ACCOUNTABILITY

The Program Manager – Capital Delivery in conjunction with the Community Services leadership team and under the guidance of Director Community Services hold responsibility for the scoping, procurement and the completion of the projects identified within the 2026-2027 Capital Program.

KEY MESSAGES

Council's continued investment, oversight, and engagement in the delivery of the Community Services Capital Works Program will ensure Isaac region communities continue to enjoy access to high quality facilities and services that improve community liveability, wellbeing, and visitor satisfaction.

Report prepared by:

MARK DAVEY
Program Manager – Capital Delivery

Date: 28 August 2026

Report authorised by:

HEIDI ROBERTS
Acting Director Community Services

Date: 28 August 2026

ATTACHMENTS

- Attachment 1 – Community Services 2026_2027 Capital Projects Progress Summary as at 27 August 2026
- CONFIDENTIAL Attachment 2 - IREP Monthly Update

REFERENCE DOCUMENT

- Nil

COMMUNITY SERVICES

2026/2027 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 27 AUGUST 2026

COMM'S 2026/2027 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 27 AUGUST 2026

2026/2027 Community Services Capital Budget Status and Completion Rate as at 27 August 2026

Carry Forward Budget	\$3,047,234.00
Adopted Budget	\$25,192,000.00
FY 2026/27 COMMS Capital Budget	\$28,239,234.00
Actual Expenditure	\$333,479.02
Remaining Budget (Actual)	\$27,905,754.98
Commitments	\$12,692,540.91
Remaining Budget (uncommitted)	\$15,213,214.07

COMMUNITY SERVICES

2026/2027 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 27 AUGUST 2026

1.18 Percent of Budget Spent - September
(Excluding Commitments)



\$27,905,755 of YTD Budget Remaining -
September (Excluding Commitments)

46.13 Percent of Budget Spent - September
(Including Commitments)



\$15,213,214 of YTD Budget Remaining -
September (Including Commitments)

COMMUNITY SERVICES

2026/2027 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 27 AUGUST 2026



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Approved Budget (\$)	YTD Actual expenditure (\$)	Current Commitments (\$)	Remaining Uncommitted Budget (\$)	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
CW222966 STLAW Community Hub CARRY FORWARD PROJECT	431,154.00	500.00	0	430,654.00	Planning/ Design	Procurement - 5/10/2026 Construct – 11/01/2027 Completion – 31/03/2027	Pending final location and design, project may require RFQ/tender. To be determined through consultation period	Medium Risk Analysis This remains a medium risk as consultation is yet to be conducted.	10%
CW223013 MBH Community Centre – Refurbishment CARRY FORWARD PROJECT	208,855.00	0	500.00	208,355.00	Construction	Procurement - 31/08/2026 Construct - 30/11/2026 Completion - 28/05/2027	Officers currently investigating and costing light and sound options for Hall 1, ahead of workshop to determine the best outcome for user groups.	Medium Risk Analysis The risk remains medium as the lighting and sound workshop is yet to be conducted.	70%
CW243227 DYS Miners Memorial CARRY FORWARD PROJECT	130,239.00	0	0	130,239.00	Design	Procurement - 31/08/2026 Construct – 30/11/2026 Completion – 2/04/2027	Design completed but project delivery is dependent on third party financial contributions. Program may change should external funds not be realised	Medium Risk Analysis Program may change should external funds not being realised	20%

COMMUNITY SERVICES

2026/2027 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 27 AUGUST 2026



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Project Code and Project Name	Approved Budget (\$)	YTD Actual expenditure (\$)	Current Commitments (\$)	Remaining Uncommitted Budget (\$)	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
CW253329 STL Hall - Kitchen upgrade CARRY FORWARD PROJECT	29,967.00	1,505.43	28,461.44	0.13	Construction	Procurement - 31/03/2026 Construct - 23/03/2026 Completion - 28/08/2026	Primary works completed and kitchen is functional. Additional works required to install a rangehood for compliance, this has been ordered and additional budget is requested to allow for installation in August.	Low Risk Analysis This project has been awarded and is scheduled for completion in August.	90%
CW253331 Isaac Resources Excellence Precinct MULTI YEAR PROJECT	26,576,652.00	316,090.97	12,599,934.12	13,660,626.91	Construction	Procurement - 27/10/2025 Construct - 9/02/2026 Completion - 25/06/2027	Primary construction package has been awarded to and is under construction. Trunk Infrastructure design completed and evaluation underway. Construction will align with primary building works to allow commissioning on completion.	Medium Risk Analysis This project has a medium risk value given size and complexity with project and project interdependencies being closely monitored.	30%

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CW263378 CORP Halls Emergent Renewals 2026 CARRY FORWARD PROJECT	14,217.00	14,217.03	0	0.03	Construction	Procurement – As required Construct – As required Completion - 31/07/2026	Project complete	N/A	100%
CW263384 NBO Hall AC Upgrade MULTI YEAR PROJECT	359,978.00	0	0	359,978.00	Procurement	Procurement - 8/07/2026 Construct - 7/09/2026 Completion – 26/02/2027	Construction tender with procurement to be awarded. There is a separate project being undertaken by Corporate Properties to replace the roof of this facility, but this will have no impact on the air-conditioning project as full access into the ceiling space is available.	Low Risk Analysis Low risk assessment as a reputable company has provided a tender response under anticipated budget.	30%
CW273500	32,000.00	0	25,411.35	6,588.65	Procurement			Low	90%

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Project Code and Project Name	Approved Budget (\$)	YTD Actual expenditure (\$)	Current Commitments (\$)	Remaining Uncommitted Budget (\$)	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
Quikspray Unit NEW PROJECT						Procurement - 1/07/2026 Purchase- 4/08/2026 Completion - 25/09/2026	Unit has been purchased with delivery expected in September.	Risk Analysis Procurement has commenced and project to be completed by September	
CW273501 CLM Community Hub Upgrade NEW PROJECT	142,318.00	0	0	142,318.00	Planning/ Design	Procurement - 5/10/2026 Construct - 7/12/2026 Completion - 26/03/2027	Preparing scope of works	Low Risk Analysis No known risks	0%
CW273502 CORP CommHubs Emergent Renewals 2027 NEW PROJECT	75,000.00	388.53	0	74,611.47	Planning/ Design	Procurement - As required Construct – As required Completion - 30/06/2027	Emergent works as required.	Low Risk Analysis This project is a low risk as only works totalling the available budget will scoped.	0%
CW273503	60,000.00	0	0	60,000.00				Low	0%

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2026/2027 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 27 AUGUST 2026

Project Code and Project Name	Approved Budget (\$)	YTD Actual expenditure (\$)	Current Commitments (\$)	Remaining Uncommitted Budget (\$)	Current stage	Scheduled Dates	Status Commentary	Risk	Completion
CLM Civic Centre Retaining Wall Renewal NEW PROJECT					Planning/ Design	Procurement - 7/09/2026 Construct - 2/11/2026 Completion - 26/03/2027	Preparing scope of works	Risk Analysis No known risks	
CW273504 DYS Rec Centre Court 2 Lighting Upgrade NEW PROJECT	35,000.00	388.53	0	34,611.47	Planning/ Design	Procurement - 10/08/2026 Construct - 5/10/2026 Completion - 18/12/2026	Preparing scope of works	Low Risk Analysis No known risks	0%
CW273505 CORP Halls Emergent Renewals 2027 NEW PROJECT	143,854.00	388.53	38,234.00	105,231.47	Planning/ Design	Procurement - As required Construct – As required Completion - 30/06/2027	Emergent works as required. Dysart Recreation Centre Concrete and Stormwater Repair awarded with works commencing in September	Low Risk Analysis This project is a low risk as only works totalling the available budget will be scoped.	10%
OVERALL	28,239,234.00	333,479.02	12,692,540.91	15,213,214.07					

PAGES 32 - 41 HAVE BEEN REMOVED FOR CONFIDENTIAL REASONS

MEETING DETAILS

Community Services Standing Committee Meeting
Tuesday 8 September 2026

AUTHOR

Donna Wilson

AUTHOR POSITION

Community Services Grants Officer

5.3 MAJOR AND MINOR COMMUNITY GRANTS SUMMARY AUGUST 2026

EXECUTIVE SUMMARY

Under s195 of the *Local Government Regulations 2012*, Council is required to have a Community Grants Policy. Council's Community Grants Policy, adopted 25 August 2021, provides that a monthly report is provided to Council detailing the major and minor grants approved under delegation by the Manager Community and Cultural Services.

This report summarises all the sponsorships, major and minor grants (including school bursaries and individual or team development grants) approved under delegation for the period 1 August to 31 August 2026.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- Notes the sponsorship, major, and minor community grants (including school bursaries and individual or team development grants) approved under delegation for the month of August 2026.*
- Notes that further budget adjustments may be undertaken at Council's third quarter budget review to ensure sufficient funds are available for community grants for the remainder of the financial year.*

Sponsorship Recipient				
Category	Operational Budget FY26/27	Status	YTD Expended	Balance Remaining FY26/27
CQ Rescue Helicopter	\$165,000	Payment 2 of 3	\$110,000	\$55,000
Capricorn Helicopter	\$60,000	Payment 1 of 3	\$20,000	\$40,000
RAAG	\$15,000	Payment 1 of 3	\$5,000	\$10,000
Clermont Rodeo and Show	\$60,000	Payment 3 of 3	\$60,000	\$0
Heart of Australia	\$45,000	Payment 3 of 3	\$45,000	\$0
TOTAL	\$345,000		\$240,000	\$105,000

Monthly Expenditure Grants				
Category	Operational Budget FY26/27	Total Grants - August	YTD Expended *Including Grants in this Report	Balance Remaining FY26/27
Sponsorship Grants	\$400,000	\$12,500	\$258,593.22	\$141,407 *Opening balance 1st Sept
Major grants		\$21,100.85		
Minor grants		\$8,000		
- Individual grants		\$750.00		
- School bursary grants		\$1,000		
TOTAL		\$43,350.85		

Grant Type	Applicant	Division	Purpose of funds	Amount
Sponsorship Grant	Middlemount Race Club	7	Platinum sponsorship	\$12,500
TOTAL SPONSORSHIP	1			\$12,500
Major Grant	Twin Hills Race Club	1	Platinum sponsorship	\$5,000
	Belyando Performance Horse	1 & 6	Campdraft	\$5,000
	Clermont Pony Club	1 & 6	Purchase two portable dressage arenas	\$5,000
	Moranbah Bulldogs	3,4,5	Footy ball	\$4,100.85
	Clermont Community Business group (auspicing for Power Learning)	6	Pink my town	\$1,000
	Blair Athol Clermont Bowls Club	6	Annual bowls carnival	\$1,000
TOTAL MAJOR GRANTS	6			\$21,100.85

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Minor Grant	Dysart Pony Club	2	Gymkhana	\$1,000
	Dysart Community Support (auspicing for Variety)	2	Beer Fest	\$1,000
	Moranbah Horse and Pony Club	3,4,5	Bushman's Carnival and Gymkhana weekend	\$1,000
	Moranbah and District Support Service	3,4,5	Teddy Bears Picnic	\$1,000
	Clermont Clay Target Club	6	Annual 2 Day Shoot Carnival	\$1,000
	Middlemount Community Sports	7	Netball carnival	\$1,000
	Clarke Creek Campdraft	8	Clarke Creek Campdraft	\$1,000
	Nebo Community Sport and Recreation	8	Swap Community Day	\$1,000
Individual Grant	Piper Earl	3,4,5	Representing Australia at the 2026 Barefoot Waterskiing Championships in Florida.	\$750.00
School Bursary Grant	Clermont State High School	6	Awards	\$1,000
TOTAL MINOR GRANTS	10			\$9,750.00
TOTAL				\$43,350.85

CONSULTATION

Director Community Services

Divisional Councillors

Manager Budgets & Statutory Reporting

Manager Community and Cultural Services

Grants Officer Community and Cultural Services

Departmental Administration Officer Community and Cultural Services

RISKS

Financial

If all eligible community groups / organisations and schools within the Isaac Region applied for the maximum allowed grants in the current financial year, we would not have enough funds allocated in the current 2026/27 grants budget to cover all applications. To mitigate this risk when all budget allocations are exhausted all grants received will be presented to Council (via Standing Committee) for consideration and decision. █

BASIS FOR RECOMMENDATION

To update Council on the approval of minor community grants as per PECS-POL-126 Community Grants.

ACTION ACCOUNTABILITY

Manager Community and Cultural Services is responsible for the administration of the Isaac Regional Council Community Grants Program.

KEY MESSAGES

Isaac Regional Council's Community Grants budget funds local projects and activities which help develop resilient, adaptive and vibrant communities while contributing to the social wellbeing of its residents, workers and visitors.

Report prepared by:

DONNA WILSON
Grants Officer Community Services

20 August 2026

Report authorised by:

HEIDI ROBERTS
Director Community Services

Date: 28 August 2026

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- PECS-POL-126 Community Grants Policy
- CORP-GDS-036 Isaac Community Grants Guidelines

MEETING DETAILS

Community Services Standing Committee Meeting
Tuesday 8 September 2026

AUTHOR

Heidi Roberts

AUTHOR POSITION

Director Community Services

5.4 CLOSURE OF LEGACY PLANNING, ENVIRONMENT AND COMMUNITY SERVICES INITIATIVES

EXECUTIVE SUMMARY

This report seeks Council's endorsement to formally close out a group of legacy community Planning, Environment and Community Services initiatives as not delivered. The initiatives are as follows:

- Quality-of-Life Survey implementation pathway,
- Community Engagement Policy implementation framework and associated implementation activities,
- Social Infrastructure Strategy, and
- Place Management Model.

While elements of this work are on the public record and remain relevant to Council's strategic intent, the available evidence does not demonstrate that the initiatives were ever undertaken or fully implemented, resourced or reported on as active delivery programs.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receives and notes the report regarding the status of the following initiatives:*
 - *Quality of Life Survey Implementation Pathway*
 - *Community Engagement Policy implementation activities associated with Policy STAT-POL-058*
 - *Social Infrastructure Strategy*
 - *Place Management Model.*
2. *Endorses the closure of the above initiatives, noting they will not be progressed in their current form and that Council may commission future work in these areas should a strategic or operational need be identified.*
3. *Requests the Chief Executive Officer to ensure that any future community planning, engagement, social infrastructure or place-based initiatives are supported by:*
 - *clearly assigned ownership;*
 - *implementation planning;*
 - *identified resourcing requirements;*

- ***reporting arrangements; and***
- ***document management and governance controls, prior to adoption or public release.***

BACKGROUND

Council has previously commenced or intended to commence a series of policy and strategy initiatives intended to strengthen community engagement, liveability planning, social infrastructure, social sustainability and place-based decision-making across the Isaac region. Those initiatives were the:

- Quality of Life Survey,
- Community Engagement Policy,
- Social Infrastructure Strategy and
- Place Management Model.

Quality of Life Survey implementation pathway

The 2025 Quality of Life Survey report states that the survey was undertaken to assess residents' perceptions of wellbeing, access to services, community safety, economic opportunity, housing and social connection across the Isaac Region, and that it provides a robust evidence base to inform Council planning, policy development and investment decisions. However, the issue for Council is not whether the survey data has value; it is whether the survey was translated into an implemented, monitored and accountable program of work. Based on the available information, that implementation is not evident. The Quality of Life Survey work remains valuable as a data set and evidence base for work currently being undertaken in the Communities directorate, in particular, the "what matters most" research, however, it is therefore recommended that the Quality of Life work is closed out noting that this closure does not prevent Council from commissioning new, contemporary work in these areas if required.

Community Engagement Policy

Council's Community Engagement Policy (STAT-POL-058) was approved on 23 April 2019 under Resolution 5982. The policy recognised community engagement and participation as an important component of local decision-making and established Council's commitment to inclusive engagement practices.

For the purposes of this report, the focus is not on the validity of the policy itself, but on whether a documented implementation framework, supporting procedures, assigned ownership, monitoring arrangements and reporting mechanisms were established and maintained following adoption.

The available evidence confirms that the policy was formally adopted; however, the available records do not demonstrate a sustained implementation program supported by clear accountability, performance monitoring or ongoing reporting.

It is noted that Council is currently developing a replacement Community Engagement Policy. The assessment contained in this report relates only to the implementation status of Policy STAT-POL-058 and associated implementation activities at the time they were undertaken. It should not be interpreted as commentary on, or a recommendation regarding, the replacement policy currently under development.

Accordingly, it is recommended that the legacy implementation initiative associated with the policy be formally closed out, noting that future community engagement policy development and implementation may proceed through contemporary Council processes.

Social Infrastructure Strategy

Publicly available records also identify Council's Social Sustainability Policy, approved on 16 December 2020 under resolution 7019, as intending to define social sustainability, social capital, public participation and social infrastructure concepts relevant to establishing Social Infrastructure Strategy work. It is apparent the Social Infrastructure Strategy and accompanying initiatives were not developed, established or adopted. The Social Infrastructure Strategy appears to have been intended to guide planning for community facilities, services and social outcomes. The available evidence does not confirm that it was adopted, published, resourced or implemented as an active strategy. It is therefore recommended that this work is closed out noting that this closure does not prevent Council from commissioning new, contemporary work in these areas if required.

Place Management Model

The Place Management Model is relevant as a proposed approach to localised, place-based coordination and decision-making. Available information does not demonstrate that the model was formally adopted, embedded in operations or reported as a continuing delivery framework. It is therefore recommended that this work is closed out noting that this closure does not prevent Council from commissioning new, contemporary work in these areas if required.

IMPLICATIONS

The principal implications of committing to undertake said works and not delivering on them are reputational. Council has developed or commissioning work that created expectations of improved engagement, social planning and place-based outcomes. Where those initiatives were not progressed to implementation, there is a risk that community and Councillor confidence is reduced. This is particularly important given survey findings that only 32% of residents agreed that Council makes decisions in the best interests of the community and 40% anticipated that trust in government would decline over the next five years.

Operationally, the lack of a demonstrable implementation pathway means that the intended benefits of the work were not fully realised. These benefits included more consistent engagement practice, stronger use of community evidence in decision-making, improved social infrastructure planning and a clearer place-based operating model. Financially, the sunk cost cannot be recovered; however, formally closing the initiatives provides transparency and reduces the risk of maintaining legacy items in an unresolved status. The close-out also creates a clear governance point from which Council can determine whether future work should be recommissioned, refreshed or discontinued.

CONSULTATION

Consultation has been undertaken across the Communities Directorate, Records Management and Governance to establish what operationalisation of the above initiatives had occurred or frameworks, or related artefacts exist on record.

BASIS FOR RECOMMENDATION

The recommendation is based on the need to transparently close out historical work that was not delivered to implementation. The public record shows that some related policy foundations existed, particularly the Community Engagement Policy (now being replaced through Council's current policy review process) and the Social Sustainability Policy.

The Quality of Life Survey provides useful evidence and can continue to inform future work. However, the available material does not demonstrate that the four nominated initiatives were implemented as active programs with accountable owners, funded actions, monitoring, reporting or measurable delivery outcomes. Formal close-out is therefore appropriate to avoid ambiguity, acknowledge the gap between commissioning and implementation, and improve governance discipline for future strategic work.

ACTION ACCOUNTABILITY

Chief Executive Officer, supported by the relevant Directorates record the initiatives as closed out as not delivered; retain available records in accordance with document management requirements; and ensure any future replacement or refreshed initiative includes an approved implementation plan, resourcing assessment, reporting schedule and responsible owner.

KEY MESSAGES

Council is being transparent about legacy work that was commissioned but not delivered through to implementation. Closing out the initiatives does not dismiss the value of the work or the community feedback collected; rather, it acknowledges that the work was not embedded in a way that delivered accountable outcomes. Future work in community engagement, social infrastructure, liveability and place-based planning should only proceed with clear scope, ownership, resourcing, implementation milestones and reporting obligations.

Report prepared by:

HEIDI ROBERTS
Director Community Services

Date: 26 August 2026

Report authorised by:

Cale Dandle
Chief Executive Officer

Date: 2 September 2026

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Community Engagement Policy STAT-POL-058, approved 23 April 2019, resolution 5982; (*Note: Council is currently developing a replacement Community Engagement Policy. Reference to STAT-POL-058 is included for historical context and assessment purposes only*).
- Social Sustainability Policy PECS-POL-116, approved 16 December 2020, resolution 7019;
- Quality of Life Survey Report 2025;
- Isaac Regional Council Community Satisfaction Survey 2021;
- Isaac Regional Council Quality of Life Survey 2024 Report

MEETING DETAILS

Community Services Standing Committee Meeting
Tuesday 8 September 2026

AUTHOR

Katie Dowd

AUTHOR POSITION

Program Leader - Museums

5.5

ISAAC MUSEUMS CLOSURE ARRANGEMENTS FY2026-2027

EXECUTIVE SUMMARY

This report seeks Council endorsement to fully close Clermont Museum and Nebo Museum for the proposed 2026–2027 seasonal closure period to enable essential collection management, inventory, display and maintenance activities to be undertaken safely and efficiently.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

- 1. Approves the seasonal closure of the Clermont Museum from close of business Saturday 28 November 2026, reopening Wednesday 24 March 2027.***
- 2. Approves the seasonal closure of the Nebo Museum from close of business Thursday 26 November 2026, reopening Tuesday 23 March 2027.***

BACKGROUND

The Isaac Museums undertake an annual seasonal closure to allow dedicated time for work that cannot be completed whilst the centres are open to the public. This includes:

- Comprehensive collection care
- Implementation of Collection Management Plan recommendations
- Display updates
- Building and site maintenance.

Proposal

It is proposed that Council approve a full seasonal closure of Clermont Museum and Nebo Museum from late November 2026 to late March 2027. The closure would apply to public visitation only, with staff remaining onsite to progress priority collection, inventory, display and maintenance work.

- Clermont Museum: close of business Saturday 28 November 2026, reopening Wednesday 24 March 2027.
- Nebo Museum: close of business Thursday 26 November 2026, reopening Tuesday 23 March 2027.
- Phone and email enquiries would continue to be managed during the closure period.

Why closure is required

The closure is required because key collection and site works cannot be completed efficiently or safely while the museums remain open to the public. The work includes comprehensive collection care, implementation of Collection Management Plan recommendations, display updates, building and site maintenance, object documentation, condition reporting and collection data capture.

During the closure, staff will progress the inventory phase of the Isaac Museums Rationalisation Project, systematically working through the inventory of collections at Clermont and Nebo Museums. Two officers will be allocated to collection work at Clermont Museum, with one part-time officer progressing the Nebo Museum collection. The Collection Management Plan estimates that the Clermont Museum collection alone comprises approximately 20,000 to 40,000 objects, demonstrating the scale of the inventory task.

What options were considered

Two practical options were considered: a full closure for the proposed seasonal period, or partial opening while collection and maintenance works are undertaken around public access. Extending or maintaining public opening across the period would require staff to balance visitor services, enquiries, site operations, object handling and project work at the same time. This would reduce productivity, increase interruption and safety risks, and likely extend the overall timeframe for the rationalisation project.

OPTION	DESCRIPTION	ASSESSMENT
Full closure for proposed duration	Public visitation pauses while staff remain onsite to complete priority works.	Preferred option. Provides dedicated, safer and more productive time for collection and maintenance work.
Partial opening or reduced hours	Museums remain available to the public on selected days or by appointment.	Not preferred. Maintains some access but reduces project efficiency and increases disruption, safety and delivery risks.

Advantages and Disadvantages of each option

OPTION	ADVANTAGES	DISADVANTAGES
Full closure	Enables uninterrupted project work, supports safe object handling and maintenance, improves productivity, and allows reopening before the Easter school holiday period and winter tourism lead-in.	Temporarily limits public access and may attract community concern if the purpose and benefits of the closure are not clearly communicated.
Partial opening	Maintains some public access and may reduce concern about a full closure.	Creates competing demands for staff, increases safety and interruption risks, reduces productivity, and may extend the duration of the rationalisation project.

What other Museums do

Larger, well-staffed museum organisations generally have greater operational capacity to undertake maintenance and collection management activities throughout the year, which may allow them to operate with shorter closure periods or avoid extended seasonal closures. Regional museums with smaller staffing profiles often rely on planned closure periods to create the uninterrupted time required for collection management, inventory, rationalisation, maintenance and display work.

Mackay Regional Council shared advice that undertaking inventory work while remaining open to the public had historically extended their project timeframes significantly. Their experience was that closure during inventory work enabled the team to complete work more quickly and efficiently, with an estimated overall project duration of approximately 3 to 3.5 years if closed, rather than the five years ultimately required.

Risk acknowledgement and mitigation

RISK	ACKNOWLEDGEMENT	MITIGATION
Community concern about the length of closure	The closure period extends across several months and may be perceived as a reduction in community access.	Provide early public notice, explain the reasons for the closure in plain language, publish reopening dates, and share progress updates on collection and maintenance work.
Visitor and tourism impact	Some visitors may be unable to access the museums during the summer and early March period.	Coordinate messaging with visitor information services, promote alternative heritage experiences where appropriate, and ensure reopening aligns with the Easter school holiday period and winter tourism lead-in.
Reputational risk	A long closure may be viewed negatively if the public cannot see the benefit of the work being undertaken.	Frame the closure as an investment in long-term collection care, safety and visitor experience, supported by Queensland Museum advice and regional benchmarking.
Project delivery risk	The scale of the collections means all inventory and rationalisation work will not be completed in one closure period.	Establish a baseline during the 2026–27 closure by tracking the number of objects progressed through the inventory workflow, together with the time and complexity involved. Report closure-period outcomes and use this baseline to inform realistic targets and work planning for future closure periods.
Operational continuity	Public access will pause, but Council still has a responsibility to	Maintain onsite staff activity, continue phone and email responses, update signage and

	respond to enquiries and protect the collections and sites.	online channels, and escalate urgent site or collection issues through normal maintenance processes.
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Risk of not closing or delaying collection management

RISK IF CLOSURE DOES NOT OCCUR	LIKELY CONSEQUENCE	IMPACT TO COUNCIL	MITIGATION IF COUNCIL DOES NOT APPROVE CLOSURE
Collection condition continues to decline	Objects may remain undocumented, poorly stored, or exposed to avoidable deterioration.	Increased preservation risk, higher future remediation costs, and reduced ability to demonstrate responsible stewardship of community heritage assets.	Reduce public opening hours during quieter periods and allocate protected staff time each week for collection work.
Inventory and rationalisation project is delayed	The multi-year project will take longer to complete and may lose momentum.	Benefits identified in the Collection Management Plan and Queensland Museum advice may not be delivered in a timely way.	Set a smaller annual target, accept slower delivery, and report the revised timeline and service impacts to Council.
Inefficient use of staff time	Staff will need to balance public access, enquiries, site operations and detailed collection work at the same time.	Lower productivity, higher interruption risk, and slower progress compared with a dedicated closure period.	Introduce appointment-only access on selected days, supported by clear public communication.
Work health and safety risks increase	Collection movement, maintenance works and object handling may occur around visitors.	Greater risk of incident, disruption, restricted work zones, and potential delays to maintenance or collection handling tasks.	Limit higher-risk work to closed days only and use temporary exclusion zones where required.
Visitor experience remains static	Display improvements, object interpretation and maintenance tasks may be deferred.	Reduced opportunity to refresh the museum offer before the Easter school holiday period and winter tourism season.	Prioritise only the highest-impact display and maintenance tasks and defer lower-priority improvements.
Reputational risk from inaction	Council may be seen as aware of collection management issues but not providing the	Reduced confidence from community, partners and sector advisors in Council's	Progress Phase 2 Inventory within available operational capacity, establish a baseline from work

	operational space needed to address them.	long-term stewardship of museum collections.	completed, and report the resulting impacts on project timeframes, resource requirements and delivery to Council.
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On balance, the risk of a managed closure is lower than the risk of deferring collection management. The proposed closure provides a controlled period to reduce preservation, safety, service quality and reputational risks while maintaining phone and email access for community enquiries.

CONSULTATION

Internal

Executive Leadership Team

Manager Engaged Communities

Coordinator Community Hubs

Frontline Service Officer – Nebo Museum

Isaac Museums Working Group

The Isaac Museums Working Group was consulted on the proposed seasonal closure dates and supports the proposed closure period.

External

Museum Coordinator – Mackay Regional Council

Senior Museum Development Officer, Central Queensland - Queensland Museum

RECOMMENDATION

It is recommended that Council approve the full closure of Clermont Museum and Nebo Museum for the proposed 2026–2027 seasonal closure period. Full closure is the most defensible option because it provides dedicated time for collection management and maintenance, reduces work health and safety risks, improves staff productivity, supports delivery of the Collection Management Plan and Isaac Museums Rationalisation Project, and allows both museums to reopen prior to the Easter school holiday period and winter tourism season.

SUPPORT FOR RECOMMENDATION

The proposed closure period is supported by the Isaac Museums Working Group and is also supported by sector advice from Queensland Museum. Queensland Museum has provided a letter of support for the seasonal closure, highlighting its importance and the benefits of the rationalisation project for the museums, operational service delivery and the broader community. External benchmarking with Mackay Regional Council further supports the closure approach, demonstrating that inventory work is more efficient when undertaken without the competing demands of public opening.

ACTION ACCOUNTABILITY

The Coordinator Community Hubs and Program Leader – Museums will be responsible for implementation. Public notices, signage and social media will be updated in consultation with the Brand, Media and Communications Team.

KEY MESSAGES

A region that builds communities of living history through our museum network.

Isaac Regional Council is committed to the ongoing management, care and preservation of museum collections and sites for current and future generations of the Isaac community.

Report prepared by:	Report authorised by:
BARB FRANKLIN	HEIDI ROBERTS
Coordinator Community Hubs	Director Planning, Environment and Community Services
Date: 28 August 2026	Date: 28 August 2026

ATTACHMENTS

- Attachment 1 – Letter of Support – Queensland Museum
- Attachment 2 - Collection Rationalisation Project Phase 2 - Inventory
- Attachment 3 – Isaac Museums Working Group Minutes – 10 August 2026
- Attachment 4 - IMWG - Minutes Action_Redacted

REFERENCE DOCUMENT

- Collection Management Plan, 2024

Museum Resource Centre, Central Queensland
70-102 Flinders Street, Townsville
Queensland 4810, Australia
t. +61 7 4726 0644 | m. +61 455 082 873
sophie.price@qm.qld.gov.au
museum.qld.gov.au

Katie Dowd
Program Leader – Museums

6 August 2026

Dear Katie,

I write this letter in support of Isaac Museum's continued annual seasonal closure from December to March to enable critical collection management activities, including the implementation of its collection inventory and rationalisation project.

Queensland Museum has been working with Isaac Museums through the Museum Development Program to support the planning and delivery of this significant project. The inventory and rationalisation of a museum collection is a substantial undertaking that represents a core museum responsibility. It provides the foundation for effective collection management by improving accountability, identifying collection priorities, enhancing documentation, informing future conservation and storage needs, and ensuring that collections remain relevant, well-managed, and accessible for future generations. The project will also provide further opportunities for internal exhibition development, community engagement and research outputs, activities which cannot be achieved until the collection is fully catalogued.

For a small museum team, projects of this scale require dedicated and uninterrupted time. Balancing public access, visitor services, programming and day-to-day operational responsibilities alongside intensive collection work is challenging and significantly limits the progress that can be achieved. Maintaining the annual closure provides staff with the opportunity to focus on these essential back-of-house projects safely, efficiently and systematically.

Based on our experience working with regional museums across Queensland, it is common for collection inventory projects to span multiple years, particularly where collections are large and staffing resources are limited. Without a period of closure, Isaac Museums will be facing the same challenges.

The Museum Development Program supports Isaac Museums' approach to allocating this annual closure period to collection management activities and recognises it as an effective and responsible strategy for progressing this essential work.

Yours sincerely,

Sophie Price
Senior Museum Development Officer, Central Queensland
Queensland Museum

sophie.price@qm.qld.gov.au
0455 082 873

COLLECTION RATIONALISATION PROJECT PHASE 2 - INVENTORY

December 2026 – March 2027

PURPOSE

Dedicated closure period to progress the inventory, assessment and cataloguing phase of the Isaac Museums collection rationalisation project. Clermont Museum alone holding an estimated **20,000–40,000 objects**.

The inventory and cataloguing work will be completed progressively over several years during annual museum closures.

CLERMONT MUSEUM

2 OFFICERS

Collection work across fourteen areas of varying sizes.

NEBO MUSEUM

1 PART-TIME OFFICER

Collection work across nine areas of varying sizes.

CLOSURE - INVENTORY WORKFLOW

Nebo: 28 Nov 2026 | Clermont: 26 Nov 2026

1

LOCATE & IDENTIFY

Locate the object and identify available object/original catalogue numbers.

2

CHECK EXISTING RECORDS

Check registers, databases and existing documentation for information relating to the object.

3

ASSIGN CATALOGUE NUMBER

Assign a new catalogue number to the object for documentation purposes and future entry into the new collection management system.

4

RECORD & DOCUMENT

Record/update object information, history and provenance in line with museum standards.

5

CONDITION ASSESSMENT

Assess condition and note conservation needs or risks.

6

PHOTOGRAPH & CAPTURE DATA

Photograph objects and capture required collection data.

7

FLAG FURTHER ACTION

Flag conservation, research, documentation or storage needs and items requiring further assessment.

8

COMPLETE OBJECT RECORD & PROGRESS

Check that available information and documentation has been captured and updated. Repeat the process systematically for each object

*Items requiring further assessment are flagged only. Any deaccession or disposal action is subject to the separate Isaac Museums Deaccession and Disposal Policy and Procedure.

ONGOING

Enquiries • Queensland Museum liaison • safe handling • collection security

REOPENING

Prepare public areas for reopening; unfinished inventory work continues in future closure periods.

Nebo: 23 Mar 2027
Clermont: 24 Mar 2027

Venue	Area	Closure Dates
Australian Workers Heritage Centre	Barcaldine	24 December 2026 – 16 February 2027
Blackall Historical Woolscour	Blackall	November - March
Capella Pioneer Village	Capella	November – April
<i>*Australians Stockmans Hall of Fame</i>	<i>Longreach</i>	<i>20 December 2026 – 12 January 2027</i>
Longreach Powerhouse and Historical Museum	Longreach	December – March
<i>*Qantas Founders Museum</i>	<i>Longreach</i>	<i>Mid December – Mid January</i>
Mt Isa Underground Hospital Museum	Mt Isa	October – March
<i>*Australian Age of Dinosaurs</i>	<i>Winton</i>	<i>20 December 2026 – 10 January 2027</i>
Corfield and Fitzmaurice Museum	Winton	October – March
The Drover's Camp and Droving Heritage Centre	Camooweal	October - April

IMWG AUGUST MEETING MINUTES

DATE & TIME Monday, 10 August 2026

START TIME 10.03am

INVITEES

Councillor Pickels
Councillor Coleman
Economic Development Officer
Coordinator Community Hubs
Program Leader – Museums
Isaac Museums Caretaker
Frontline Services Officer – Museums (Nebo)

1. OPEN MEETING

Councillor Pickels opened the meeting at 10:03am.

2. APOLOGIES

No apologies.

3. PREVIOUS MEETING MINUTES

No questions were raised about the previous meeting minutes.

4. UPDATE ON ACTION ITEMS FROM PREVIOUS MEETING

(See also: agenda).

The Program Leader – Museums updated the working group on actions from the previous meeting. The document-controlled Terms of Reference were circulated to the IMWG in early July. Wangan & Jagalingou were advised that plants could be sourced from the Mackay Botanical Gardens, and they indicated they would consider this option.

At the Clermont Museum Open Day, Cr Pickels delivered the Welcome Speech and announced the winners of the Horse Naming Competition. The Program Leader – Museums is continuing to source quotes for metal plaques to accompany the horses. An enquiry was submitted to Clermont Signs; however, following a recent change in ownership, a follow-up will be undertaken this week.

An update on preserving and sharing the story of Snow's Place was provided under Item 7. The Nebo Roads Team has retrieved the antique stove displayed at Snow's Place and relocated it to the Nebo Museum for safekeeping. Unfortunately, the contact details for the researcher who conducted work on the region's chimneys have not yet been located. Museum staff will continue searching during the inventory project, as the information may be contained within files held at the Nebo Museum.

The Program Leader – Museums is investigating the appropriate protocols for contacting the owner of the property adjoining the Mount Orange Copper Chimney. Cr Coleman advised that she knows the owners and can facilitate an introduction to support the collection of updated photographs. It has been confirmed that Mount Britton is a Community Hubs asset. However, the Program Leader – Museums is working with Finance to determine which area holds responsibility for the site's budget.

Action: Cr Coleman to facilitate an introduction between property owners and Program Leader – Museums to support collection of updated photographs of the Mount Orange Copper Chimney.

5. COLLECTION MANAGMENT PLAN AND STRATEGIC BUSINESS PLAN UPDATE

(See also: agenda).

The following matters relate to the Clermont Museum.

IMWG AUGUST MEETING MINUTES

The Capital Works Project is nearing completion, with only two tasks remaining: installation of a new gutter on the main building and completion of the electrical works in the collection room.

The Program Leader – Museums advised that the Isaac Museums Collection Policy had been circulated to the Isaac Museums Working Group (IMWG) for feedback. As the policy is classified as a Management Policy, it will require Council approval. Cr Coleman advised that she was confident with the policy and is eager for other councillors to review it when the report is presented to Council.

A new billboard and banner have been installed at the Clermont Museum, and Ezy Designs is currently finalising the design for the Nebo Museum. Staff are awaiting IT's project plan before purchasing dataloggers, as compatibility with Council's IT systems is required to ensure ongoing technical support across all museums.

The Nebo Museum Landscaping Project is approximately 80% complete. Grass has established through the newly installed topsoil, and the remaining works include purchasing pots and small plants. Wangan & Jagalingou are continuing to source materials to complete the Native Garden & Yarning Circle space at the Clermont Museum. The Program Leader – Museums also advised that delivery of the audio post for this project has been delayed.

Gregory Fabrications has approached the Clermont Museum with a proposal to fully fund and undertake the restoration of the Clermont Museum dragline bucket. The restoration will include sandblasting and repainting the bucket red, installing new signage, and adding a sign along the top of the bucket displaying "Clermont Museum" to create a photo opportunity for visitors. The Program Leader – Museums is currently liaising with Gregory Fabrications to schedule the works.

Cr Pickels suggested holding a morning tea to celebrate the completion of the project and acknowledge both the community's involvement and Gregory Fabrications' contribution, while also recognising the history of Clermont.

The Program Leader – Museums then provided an update on recently completed activities.

Mackay Carpet Care & Restoration Services conducted building and object testing in the Masonic Lodge Building at the Clermont Museum. The testing found no significant mould issues, with mould levels considered typical for a building of its age and construction. The recommendation was to continue the current housekeeping regime and ongoing monitoring of the building.

Testing of Rose Harris's chair did not identify mould particles; however, the contractor advised that the residue observed may be caused by oils leaching from the leather. A conservator will be consulted regarding future cleaning and treatment of the chair.

At the end of July, the Year Two cohort from Moranbah East State School visited the Clermont Museum as part of an excursion. Feedback was positive, with the school expressing appreciation for the activities delivered on the day.

Historian Jennifer Perry facilitated an eight-week *Who Do You Think She Is?* history program at the Clermont Museum. Participants researched a female ancestor and explored her life through various historical themes, including the Industrial Revolution and fashion.

The Governor's Clermont Community Morning Tea was also held at the Clermont Museum and was considered a successful event. The Program Leader – Museums thanked the various teams and the work camp for their assistance in delivering the event.

IMWG AUGUST MEETING MINUTES

Cr Pickels commented on the success of the Visions Project, noting that it provides an excellent photo opportunity for visitors.

Action: Program Leader – Museums to organise a morning tea to celebrate the unveiling of the restored Dragline Bucket.

6. 2026 CLERMONT MUSEUM OPEN DAY

(See also: agenda).

The Program Leader – Museums provided an update on the Clermont Museum Open Day held on 13 June 2026. The event commenced with a Welcome to Country and Smoking Ceremony delivered by Wangan & Jagalingou. Cr Pickels then delivered a welcome speech and announced the winners of the Horse Naming Competition.

Coffee vendors Ponie Espresso and Billy Brew reported successful trading days and indicated they would be pleased to attend future events. The Clermont Tigers Junior Football Club also held a successful fundraising barbecue. Six market stalls attended, offering a variety of products for visitors to purchase.

The Children's Programs Officer, Community Hubs Area Leader South/West, and Digital Learning & Systems Officer operated the Library Pop-Up, which remained busy throughout the day. The Pioneer Valley Machinery Preservationists Society presented a stationary steam display that proved highly popular with visitors and advised they would be happy to return next year.

The annual steaming of the Aveling & Porter Steam Traction Engine was facilitated by Bob Kluck, Tony Haupt and Tony Little. The engine completed more trips than in previous years, with staff noting that its prominent location at the front of the site appeared to attract greater visitor interest.

A total of 356 people attended the event, exceeding attendance figures from previous years. Staff received positive feedback regarding the event, exhibitions, and the museum site overall. It was also noted that visitors remained at the event for longer periods than usual, which may have been due to the availability of covered seating areas and the variety of food and beverage vendors.

It was noted that the Open Day coincided with another community fundraiser. However, the Open Day date had been confirmed and communicated to the community in November 2025, making the scheduling conflict unavoidable.

Cr Pickels congratulated staff on delivering a successful community event. Cr Coleman enquired about the cost of the Welcome to Country and whether it was included in the event budget. The Program Leader – Museums advised that the cost for the Open Day was approximately \$500 but was unable to comment on costs in other towns. The Coordinator Community Hubs confirmed that costs vary between locations and that Welcome to Country expenses for Community Hubs events are budgeted for.

7. SNOWS PLACE

(See also: agenda).

The Program Leader – Museums advised that the Frontline Service Officer – Museums (Nebo) had compiled a spreadsheet listing known paper records, photographs, and physical objects relating to Snow

and his family. This resource will assist museum staff in preserving the history of Snow and his family for future reference and exhibitions.

The Frontline Service Officer – Museums (Nebo) provided an update on the process, noting that the museum holds an extensive collection of information relating to Snow and his family, to the extent that a book could potentially be compiled on the subject.

Cr Coleman noted that the community has historically been vocal about Snow's Place and asked what feedback had been received regarding the site's future use. The Frontline Service Officer – Museums (Nebo) advised that many members of the older generation are no longer living in the area and that much of the current community would like to see a practical community use for the site. It was noted that the Nebo Museum already houses the town's history and has the capability to undertake further research. Feedback highlights that a community facility on the site would be an ideal outcome. As the project spans several Council departments, collaboration across all relevant areas will be required to progress it. This will ensure that all aspects of the project are appropriately addressed, including building and land management, safety considerations, and the economic development of the town.

Cr Pickels advised that she would raise the matter at the Infrastructure Services meeting, while Cr Coleman advised that she would raise it at the Community Services meeting. Discussion of the matter across the relevant forums will assist in progressing the project towards a community consultation process.

The Program Leader – Museums also advised that the spreadsheet would support staff during the Rationalisation Project by providing a central and easily accessible record of existing information. Any additional items or information identified in the future will be added to the spreadsheet. Museum staff are also investigating the costs associated with digitising the paper and photographic records that have been located. Once digitised, these records will be stored and incorporated into the Isaac Museums Catalogue when established.

Cr Coleman suggested that budget should be considered in the next financial year to support the development of a book documenting Snow and his family, whether authored by the Frontline Service Officer – Museums (Nebo) or by community members. The Frontline Service Officer – Museums (Nebo) advised that, given the scale of the project and the community's family connections to the subject matter, their preference would be to engage community members to undertake the project with support from museum staff. The group concluded that the project may also provide reassurance to the community in light of the consultation process that will be undertaken regarding the future of Snow's Place.

OTHER BUSINESS

The Program Leader – Museums advised that the Isaac Museums 2026-27 Closure Report will shortly be circulated to the Isaac Museums Working Group (IMWG) for feedback prior to being presented to Council for approval.

Cr Pickels requested an update on the vacant Museum Officer position. The Program Leader – Museums advised that recruitment had been completed and that Kayla, a Clermont resident, will commence in the role on 19 August 2026. Cr Pickels also suggested holding an additional IMWG meeting before the end of the year to provide members with an opportunity to meet the new Museum Officer.

Cr Pickels advised that the new Volunteer Policy, developed by People & Capability, has been approved and enquired whether volunteers could assist with the collection inventory project. The Program Leader – Museums advised that volunteers are unable to participate in the inventory process due to the specialised object handling and collection data management training required. Additionally, as many collection items have been donated or sourced from the local community, volunteers may find it difficult to remain objective when items are identified for deaccessioning and disposal. Museum staff are trained to assess objects against the Isaac Museums Collection Policy and collecting criteria.

IMWG AUGUST MEETING MINUTES

The Program Leader – Museums further advised that the Queensland Museum's recommendations within the Isaac Museums Collection Management Plan include the establishment of a special project volunteer program once the Rationalisation Project is complete. This program would focus on specific projects identified by museum staff and provide volunteers with structured opportunities to contribute to the Isaac Museums.

The Economic Development Officer advised that Round 2 of the Regional Tourism Infrastructure Fund has opened and may present a potential funding opportunity for Isaac Museums.

Action: Program Leader – Museums to facilitate another IMWG meeting to formally introduce the new Museum Officer.

Action: Economic Development Officer to send through further information regarding the Regional Tourism Infrastructure Fund to IMWG.

8. FUTURE MEETINGS

Meeting dates:

- Monday 9 November 2026 – Email Update Only

Councillor Pickels closed the meeting at 10.49am

From: [REDACTED]

Thank you for the feedback, Jane, we really appreciate it. Katie has done a great job drafting the report.

That is a great point regarding the Easter school holidays, and we have added a sentence to the background to cover this off.

Kind regards

Barb Franklin

Coordinator Community Hubs | Community and Cultural Services

Community Services | Isaac Regional Council

Phone: 0488 120 094 | (07) 4846 3393 | 1300 ISAACS (1300 47 22 27)

PO Box 97 | MORANBAH QLD 4744

Barbara.Franklin@isaac.qld.gov.au | www.isaac.qld.gov.au

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From: [REDACTED]

Sent: Friday, August 14, 2026 7:58 AM

Subject: Re: For Review - Draft Report - 2026-2027 Isaac Museums Closure Arrangements

Hi Barb

Thanks for the report.

In the past I've pushed back on that length of closure, however the report is well written and provides a strong argument for those dates. The examples of other museums closure dates is valuable.

You might like to add, or I can speak to it at committee, that that Museum reopens at the beginning of the QLD Easter school holidays. This would cater for travellers outside the standard winter tourism season.

Thanks

Jane

Isaac Regional Council acknowledges the Koinjmal, Widi, Birriah, Barada Kabalbara Yetimarala, Jangga, Barada Barna,

*Western Kangoulou and Wirdi Peoples
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From: Barb Franklin <[REDACTED]>
Sent: Wednesday, 12 August 2026 10:19:25
To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Subject: For Review - Draft Report - 2026-2027 Isaac Museums Closure Arrangements

Good morning Working Group,

Please find attached the draft *Isaac Museums Closure Arrangements 2026–27* report for your review.

As the report is due to M3 on Monday, I would appreciate a quick turnaround on any feedback or suggested changes. Could you please provide any comments by close of business Friday, 14 August 2026 to allow time for final amendments?

If you are happy with the report as presented, a quick confirmation would also be appreciated.

Kind regards

Barb Franklin
Coordinator Community Hubs | Community and Cultural Services
Community Services | Isaac Regional Council
Phone: [REDACTED] | 1300 ISAACS (1300 47 22 27)
PO Box 97 | MORANBAH QLD 4744
[REDACTED] | www.isaac.qld.gov.au



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From: [REDACTED]
Cc: [REDACTED]
Subject: RE: For Review - Draft Report - 2026-2027 Isaac Museums Closure Arrangements
Date: Wednesday, 12 August 2026 11:45:44 AM

Hi Barb,

I have read the report and it is clear and concise, with what is needed for the museums to work efficiently going forward. No Changes needed that I can see. I am Happy

If you require any further assistance, please do not hesitate to contact me.

Kind regards,

Angie Caldwell

Frontline Service Officer (Nebo Museum) | Museums | Community and Cultural Services | Community Services | Isaac Regional Council

[REDACTED]
Office/Mobile 0438 982 946 | 1300 ISAACS (1300 47 22 27)
PO Box 97 MORANBAH QLD 4744

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From: [REDACTED]
Cc: [REDACTED]
Date: RE: For Review - Draft Report - 2026-2027 Isaac Museums Closure Arrangements
Friday, 14 August 2026 7:41:45 AM

Hi team,

Thank you for sending this through. I have reviewed the report and it is clear and well presented. Happy to support it as is and have no further comments.

Kind Regards,

Dean Sazali

**Economic Development Officer | Economic Development
Community Services | Isaac Regional Council**

Mob: [REDACTED] | 1300 ISAACS (1300 472 227)

PO Box 97 MORANBAH QLD 4744

[REDACTED] | www.isaac.qld.gov.au

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**Frontline Service Officer (Nebo Museum) | Museums | Community and Cultural Services |
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Barb Franklin

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MEETING DETAILS

Community Services Standing Committee Meeting
Tuesday 8 September 2026

AUTHOR

Emma Wyhoon

AUTHOR POSITION

Safety & Resilience Manager

5.6

SAFETY & RESILIENCE UPDATE

EXECUTIVE SUMMARY

The Safety & Resilience team strengthened organisational WHS performance by escalating critical risks to ELT, completing occupational hygiene monitoring across all townships, progressing team capability initiatives, and delivering ongoing assurance, investigation, inspection, and risk management activities.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Receive and note the Safety and Resilience Report

BACKGROUND

The Safety & Resilience team continued to monitor and escalate key organisational WHS risks to the Executive Leadership Team (ELT), with a particular focus on systemic factors contributing to safety performance.

Key concerns highlighted included ongoing safety culture challenges across the organisation, inconsistent application of risk management practices, and gaps in risk ownership and control effectiveness.

These issues present inherent organisational risks that may reduce the effectiveness of risk controls and contribute to adverse safety outcomes if not addressed.

Alongside this strategic focus, the team completed occupational hygiene monitoring across all townships to better understand dust and noise exposure risks and support the ongoing development of health monitoring and risk control programs.

IMPLICATIONS

The implications of this work include ensuring practical, embedded risk management within everyday operational practice and elevating the visibility and influence of Safety & Resilience across the business.

CONSULTATION

We will maintain strong consultation by continuing to engage leadership team, unions, and the workforce to ensure safety and resilience initiatives are practical, collaborative, and well-supported.

BASIS FOR RECOMMENDATION

It is recommended that the monthly report be accepted, noting the ELT reporting and BAU activities.

ACTION ACCOUNTABILITY

Accountability for the delivery and oversight of Safety and Resilience initiatives is a joint responsibility shared between the Safety & Resilience Manager, the Safety and Resilience Team, the Director of Corporate Services, and Executive Leadership Team (ELT) members.

KEY MESSAGES

Improving safety performance will require stronger workforce engagement, targeted education, and consistent leadership reinforcement to build a positive safety culture, strengthen risk ownership, and embed effective risk management practices across the organisation.

Report prepared by:	Report authorised by:
EMMA WYHOON	DARREN FETTELL
Manager Safety & Resilience	Director Corporate Services
Date: 1 September 2026	Date: 1 September 2026

ATTACHMENTS

- Attachment 1 – Safety & Resilience Monthly Report

REFERENCE DOCUMENT

- Nil

SAFETY AND RESILIENCE MONTHLY REPORT

DATE	8 September 2026
TO	Ordinary Meeting
FROM	Safety & Resilience Department

SUMMARY

The Safety & Resilience team focused on escalating key risk concerns to the Executive Leadership Team (ELT) and completed occupational hygiene monitoring across all townships to better understand dust and noise exposure risks and inform health monitoring and risk control programs.

Core actions this month include -

- Escalated significant risk concerns to ELT for visibility and action.
- Completed occupational hygiene monitoring across all townships.
- Progressed recruitment activities to strengthen Safety & Resilience team resourcing and service delivery capability.
- Recognised Wesley Hinsbey's 5 years of service as a Safety Business Partner.
- Conducted workplace inspections and targeted spot checks.
- Undertook incident investigations and corrective action management.
- Continued support and administration of the Lucidity risk management system.
- Delivered ongoing safety and resilience advisory and assurance activities.

BEST PRACTICE SYSTEMS

Core Actions and Information

There has been limited movement since the previous reporting period, with several procedures now awaiting final stakeholder input before progressing to broader organisational consultation.

Ready for Consultation (pending final stakeholder feedback):

- Psychosocial Risk Management
- Fitness for Work
- Injury Management
- Roles and Responsibilities
- Safety Breaches and Misconduct
- Fatigue Risk Management

OBJECTIVES AND TARGETS

Organisational KPIs

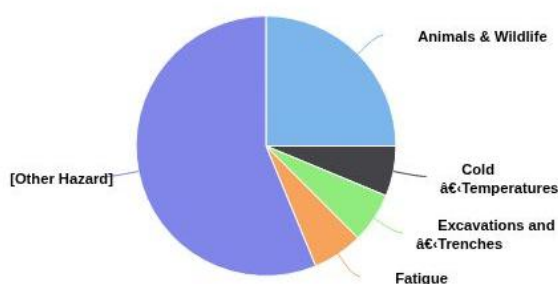
Organisational Performance Area	Result	Target
Incident & Emergency Reporting Accuracy	71.74%	100%
Corrective Actions Closed on Time (monthly)	84.48%	≥ 95%
Critical Controls Verified – per. Risk Registers	[XX%]	100%
Major Issues Escalated within Timeframes	100%	100%

SAFETY AND RESILIENCE MONTHLY REPORT

EFFECTIVE RISK MANAGEMENT

Hazards reported in the report period 29/07/2026 – 28/08/2026

Top 5 Hazards



Animals & Wildlife - 4 Cold Temperatures - 1 Excavations and Trenches - 1 Fatigue - 1 [Other Hazard] - 9

High Risk Hazards Reported Outstanding: 0

EVENT/INCIDENT REVIEW

Total number of incidents/events: 46

Incident frequency rate (Organisational): 189.90

(Incident Frequency Rate (IFR) is a key safety performance metric used to measure how often workplace incidents occur over a defined period, typically normalized per 200,000 hours worked. A lower IFR indicates better safety performance, while a rising IFR may signal emerging risks or gaps in controls.)

NOTE – calculated on average hours worked based on quarter period

What	Number	Percentage
Plant	14	30.43%
Report Only - Other	11	23.91%
Report Only - Plant	2	4.35%
Property	7	15.22%
Environment	4	8.70%
Injury	4	8.70%
Security/Threat	2	4.35%
Dangerous Event	1	2.17%
Near Miss	1	2.17%
Total	46	100.00%

SAFETY AND RESILIENCE MONTHLY REPORT

Total Incidents Reported	46	177
Incident Frequency Rate (IFR)	189.9	121.79

Incident frequency rate by Directorate –

(please note – if a directorate is not featured here, they have no reported incidents in the reporting period)

ID	DIRECTORATE	INCIDENT REPORTS	AVERAGE HOURS WORKED	Incident Frequency Rate	Incident frequency direction
60	COMMUNITY SERVICES	8	10684.75	149.75	↑
40	CORPORATE SERVICES	0	8577.25	-	→
50	INFRASTRUCTURE SERVICES	29	20402.75	284.28	↑
80	WATER & WASTE	9	8780.25	205.01	↑

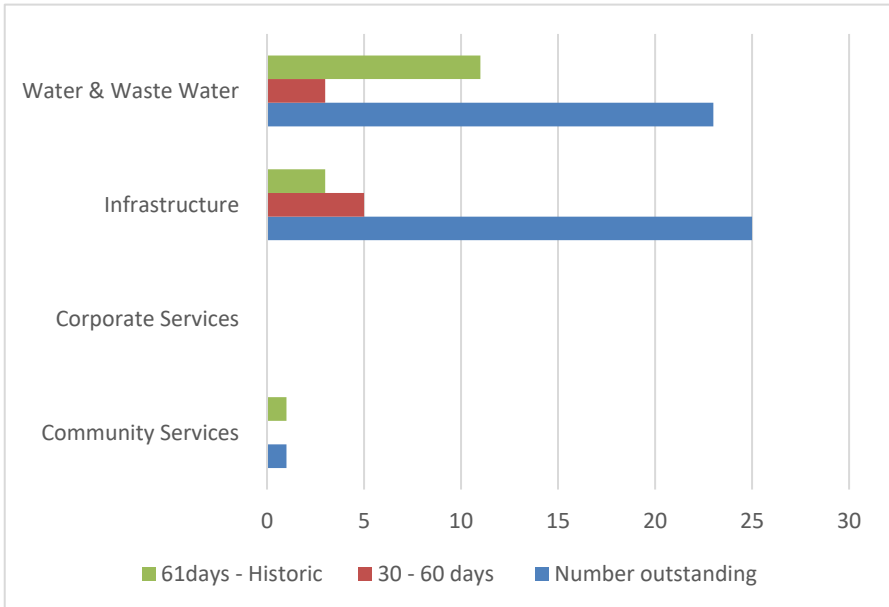
REPORTING Incidents – Timeliness to reporting timeframes

Total reported	Late reporting	Infrastructure	Communities	Water & Waste	Corp Services
46	13	8	4	3	0

Notifiable Incidents, Non-Conformances and Trends

Safety & Resilience report on risk considerations has been presented to ELT.

SAFETY AND RESILIENCE MONTHLY REPORT

As at 28.08.2026		Overdue Actions _ By Directorate																					
Directorate	Total	Breakdown Overview																					
Water & Waste	23	 <table><caption>Overdue Actions Breakdown Overview</caption><thead><tr><th>Directorate</th><th>61days - Historic</th><th>30 - 60 days</th><th>Number outstanding</th></tr></thead><tbody><tr><td>Water & Waste</td><td>11</td><td>3</td><td>23</td></tr><tr><td>Infrastructure</td><td>3</td><td>5</td><td>25</td></tr><tr><td>Corporate Services</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Community Services</td><td>1</td><td>0</td><td>1</td></tr></tbody></table>		Directorate	61days - Historic	30 - 60 days	Number outstanding	Water & Waste	11	3	23	Infrastructure	3	5	25	Corporate Services	0	0	0	Community Services	1	0	1
Directorate	61days - Historic			30 - 60 days	Number outstanding																		
Water & Waste	11			3	23																		
Infrastructure	3			5	25																		
Corporate Services	0	0	0																				
Community Services	1	0	1																				
Infrastructure	25																						
Corporate Services	0																						
Community Services	1																						

Overdue Corrective Actions

EMERGENCY MANAGEMENT

Disaster Management

The Senior Disaster & Emergency Resilience Partner and Disaster & Emergency Support Officer attended the 2026 Guardian User Group event, hosted by Redlands City Council at North Stradbroke Island.

SES Call Outs

Nil Report Data

SAFETY AND RESILIENCE MONTHLY REPORT

Bushfire Season Preparedness and Mitigation

The Area Bushfire Management Committee (ABMC) meeting, hosted by the Central Region Rural Fire Service Queensland, was held during the reporting period. The committee brings together relevant agencies and stakeholders to review progress against hazard reduction priorities identified in the Bushfire Risk Mitigation Plan (BRMP).

Positive progress has been achieved across a number of priority actions for the current fire season. However, the implementation of hazard reduction burns at Coppabella has been impacted by limited volunteer availability. This activity remains a high priority and will continue to be progressed as resources permit.

IMPROVING WORKER CONSULTATION

Type	Number
Town/Toolbox Talks	1
Safety Alert	1
HSR/HSWC Meetings	HSWC EOI issued
Emails – All Staff	
Presentations/Coaching	Clermont P&R – Review work instructions Delivery of safety overview P&E/CEC Department

SAFETY AND RESILIENCE MONTHLY REPORT

WELLBEING & CAPACITY TO WORK

Number Work Related Claims: **17**

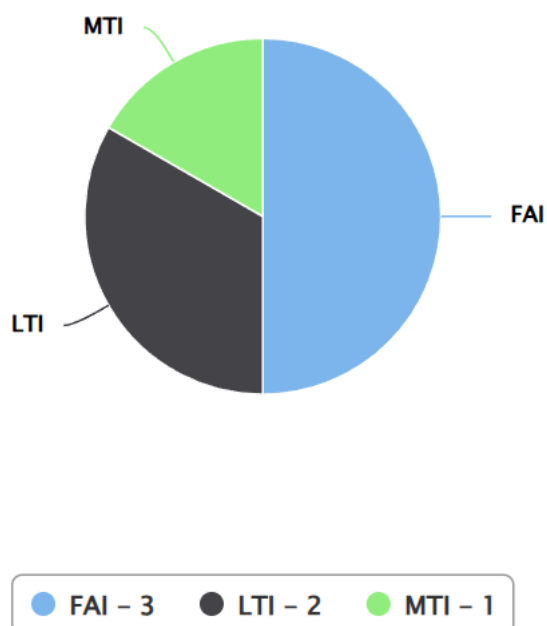
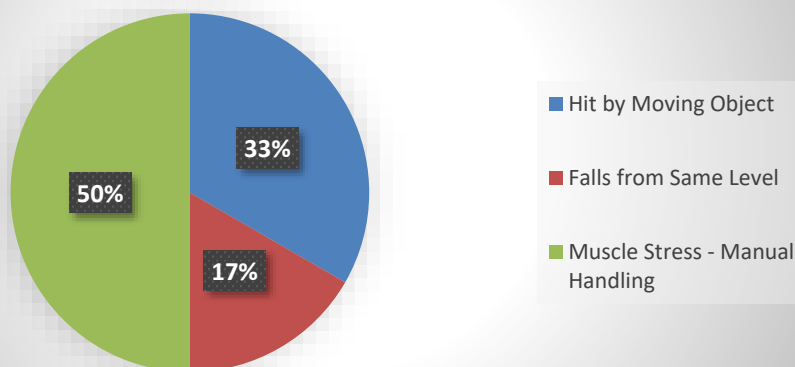
Number Worker Support cases: **18**

Current number of Suitable Duties Plans: **12**

Number of Psychosocial cases: **2**

Number of Common Law Claims: **1**

Injury Mechanism



FAI	First Aid Injury	RWI	Restricted Work Injury	MTI	Medical Treatment Injury
LTI	Lost Time Injury	WCI	Work Cover Injury		

SAFETY AND RESILIENCE MONTHLY REPORT

AUDIT/ INSPECTIONS

Type	Number	Description
Hazard Inspections	1	Moranbah wastewater – moving waste skips.
Spot Checks	3	1.Clermont Parks, pole saw operations 2.Moranbah Roads, roadside slashing 3.Dysart Roads, pothole patching 4.Dysart Roads, cleaning drains 5. Network Plumber, Dysart, hydro-vacing inground valve.
Hazard Control Verifications	2	1.Clermont Parks team conducting funeral preparations 2. Moranbah Roads team, installing parking bump stops in town square.
Risk Assessments and Support Sessions	1	Coaching & Training Sessions
		3

DRUG & ALCOHOL TESTING

Date	Location	Testing Type (random, blanket, just cause)	#Tested	#Non-Negative
13.8.26	Nebo Office	Blanket	7	Nil

S&R Professional Development and Capability

- Drug and Alcohol Testing training for new safety officer
- Guardian User Group Conference from 25-28 August attended by Senior Disaster & Resilience Partner and Disaster & Resilience Partner.

SAFETY AND RESILIENCE MONTHLY REPORT

•What it looks like

- Alignment with ISO 45001, ISO 45003.
- Current and up-to -date with legislation
- Endorsed by Executive Leadership
- IMS alignment with corporate strategy

•How it is Achieved/Monitored

- S&R Team desktop review all documents annually
- Management Review (per stated review periods)
- Participate in internal and external Audits
- Ease of accessibility and application

BEST PRACTICE SYSTEM

•What it looks like

- S&R Business Plans
- Alignment to Corporate strategy and goals
- Role based LPis

•How it is Achieved/Monitored

- Individual, mangement, & directorate LPis
- Achieving Business Plan actions and milestones
- Closure of outstanding actions in agreed timeframes

ESTABLISHING OBJECTIVES AND TARGETS

•What it looks like

- Reduction in open hazard reports
- Reduction in hazazrd report severity
- Reduction in AFR/LTI rates
- Risk levels within risk appetite

•How it is Achieved/Monitored

- All site/team/directorate operational Risk Registers up to date and regularly revised
- Monthly/Quarterly reporting on S&R performance data, trends and risks
- Monitor and conduct compliance spot checks
- All tasks supported by a risk assessment

EFFECTIVE RISK MANAGEMENT

•What it looks like

- Regular and Structured Communications
- Accessible Consultation Channels
- Feedback Loops
- Leadership Visibility

•How it is Achieved/Monitored

- Establish clear consultation procedures
- Host scheduled committee meetings
- Ensure diverse engagement methods
- Act on feedback visibly
- Ensure on ground presence and engagement

IMPROVING WORKER CONSULTATION

•What it looks like

- Supportive Leadership - active promotion
- Inclusive and Respectful Culture
- Psychologically and Physically safe workplaces
- Access to Wellness Resources
- Injuries and Claims managed promptly and compassionately

•How it is Achieved/Monitored

- Proactive injury and wellness staff engagement
- Improvements in staff survey results
- Manager Supervision and one-on-one check-ins
- Injury and Claim data analysis and reporting

WELLBEING AND CAPACITY TO WORK

•What it looks like

- Aligns with strategic objectives
- Constructive and solutions focussed
- Planned and systematic
- Workforce engagement and ownership
- Timely follow up of corrective actions

•How it is Achieved/Monitored

- Develop structured audit and inspection schedule
- Use of standardised tools and templates
- Engage workforce
- Communicate findings transparently
- Track and close out actions in agreed timeframes

MAINTAIN AUDITS AND INSPECTIONS

•What it looks like

- Embed S&R strategies into strategic and operational planning
- Invest in systems and innovation
- Champion a learning culture
- Support Workforce capability
- Set clear safety performance targets

•How it is Achieved/Monitored

- Benchmark to industry best practice standards and monitor
- Establish, monitor, track and trend analysis of safety LPis
- Encourage open reporting and learning
- Lead by example, support initiatives and role model behaviours

CONTINUOUS IMPROVEMENT

•What it looks like

- Visible leadership commitment
- Clear accountability for S&R
- Development of capability
- Integration of S&R into business decisions
- Recognition of S&R contributions

•How it is Achieved/Monitored

- Define S&R roles and responsibilities
- Establish, monitor, track and trend analysis of safety LPis
- Provide easy access to S&R frameworks, information, and data.
- Support workforce with training, coaching and mentoring
- Recognise and reward S&R leadership behaviours

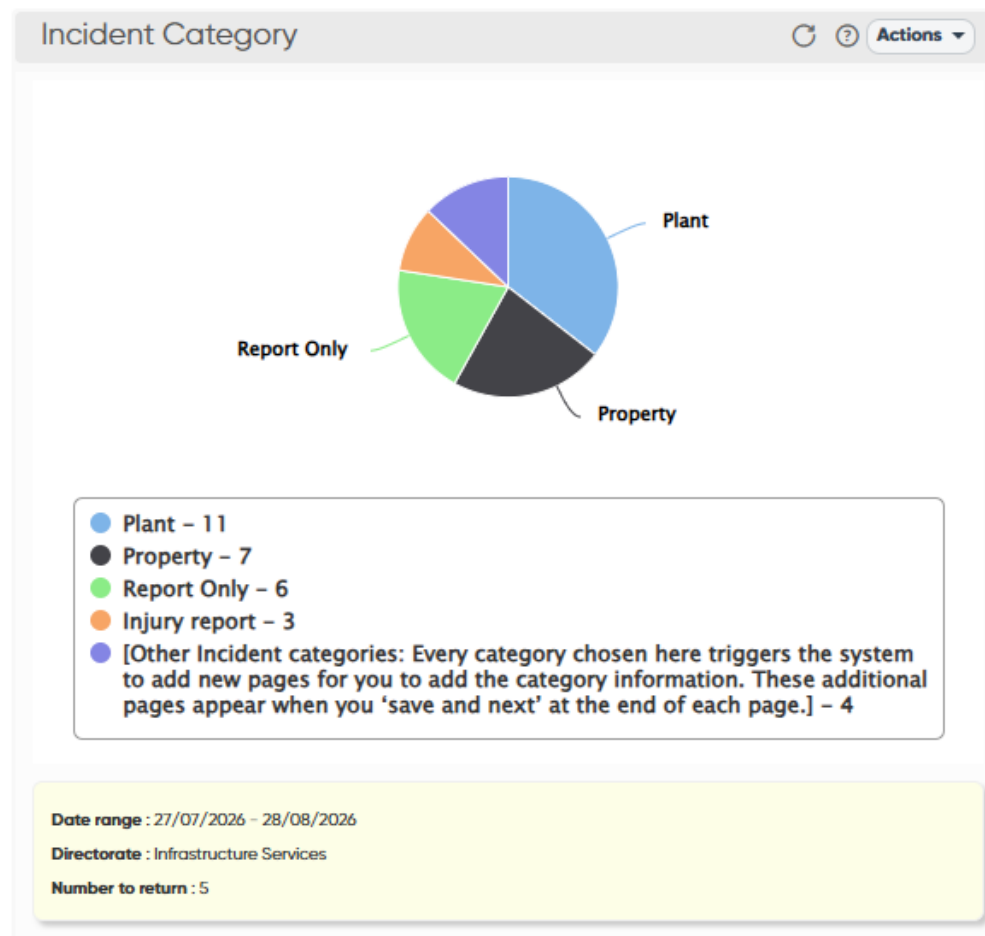
EMPOWERING AND SUPPORTING LEADERSHIP

WHS SNAPSHOT

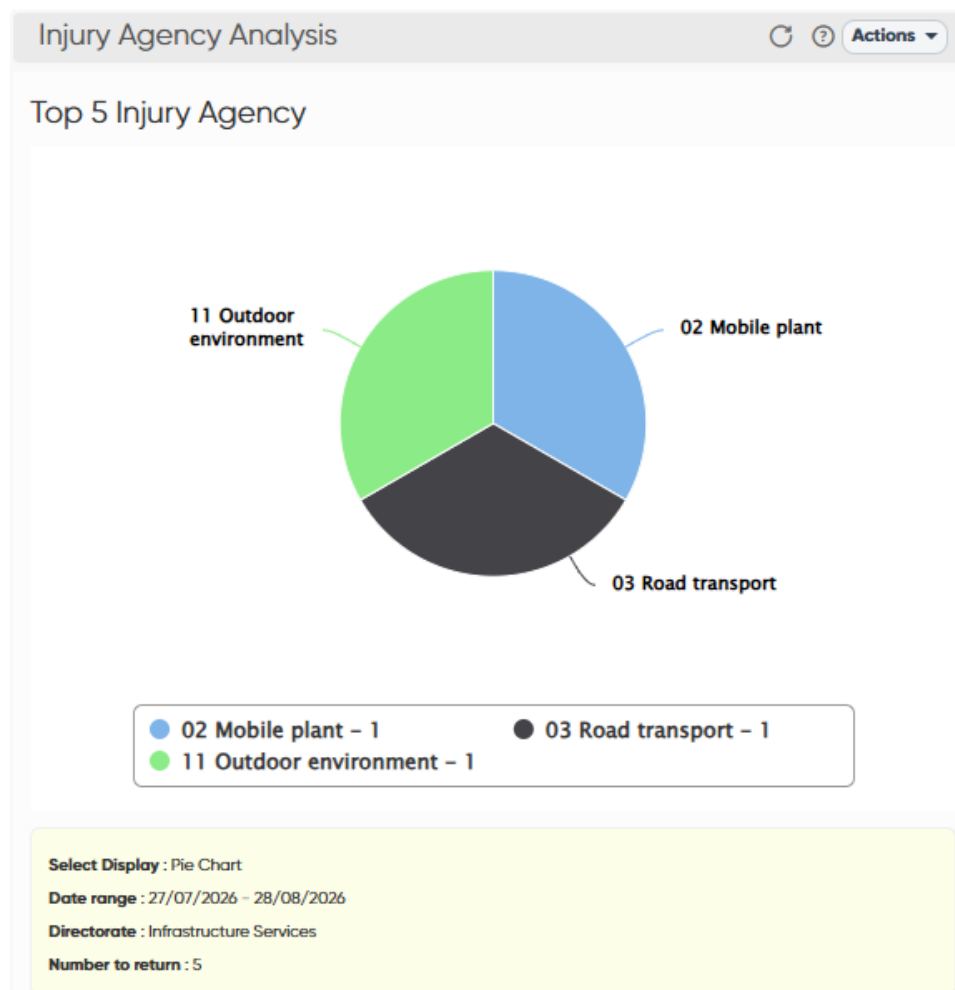
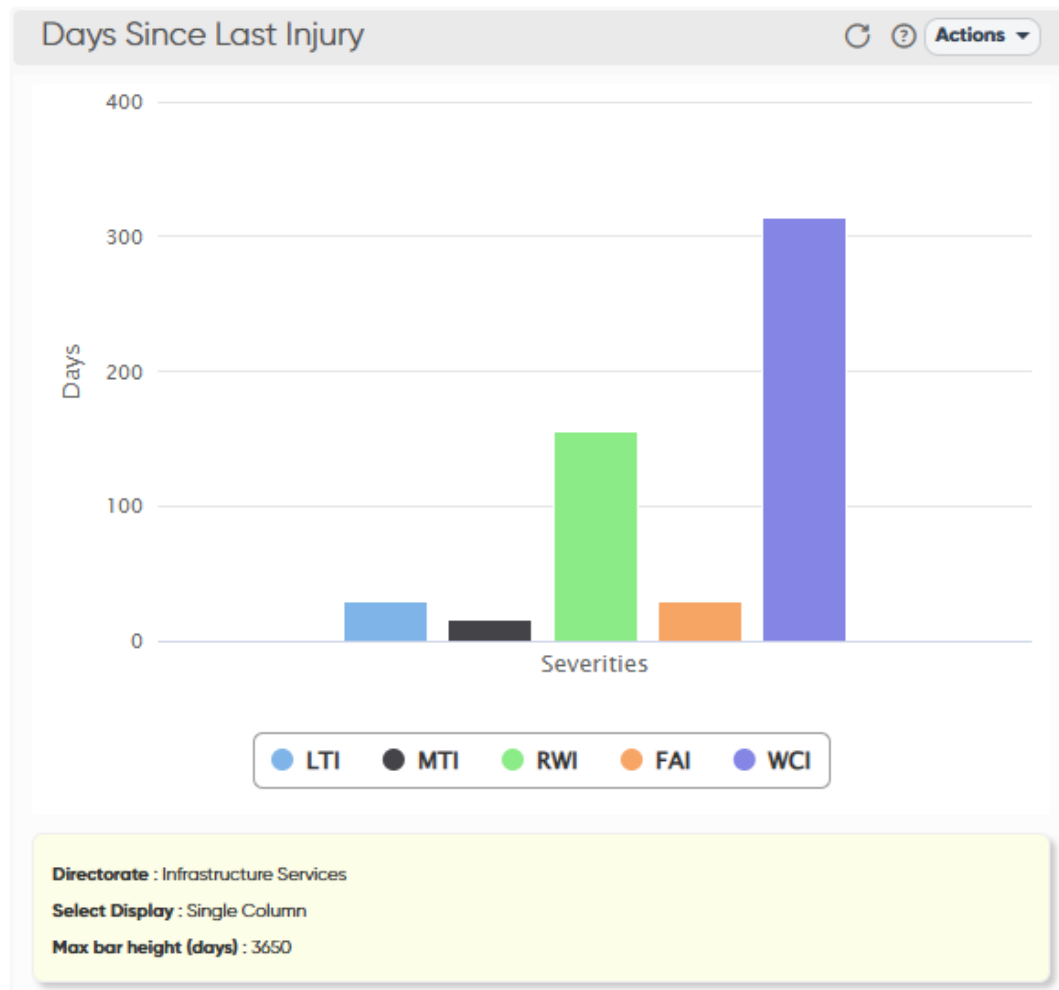
DIRECTORATE COMMUNITY SERVICES

DATE 27/07/2026 to 28/08/2026

INCIDENT DATA

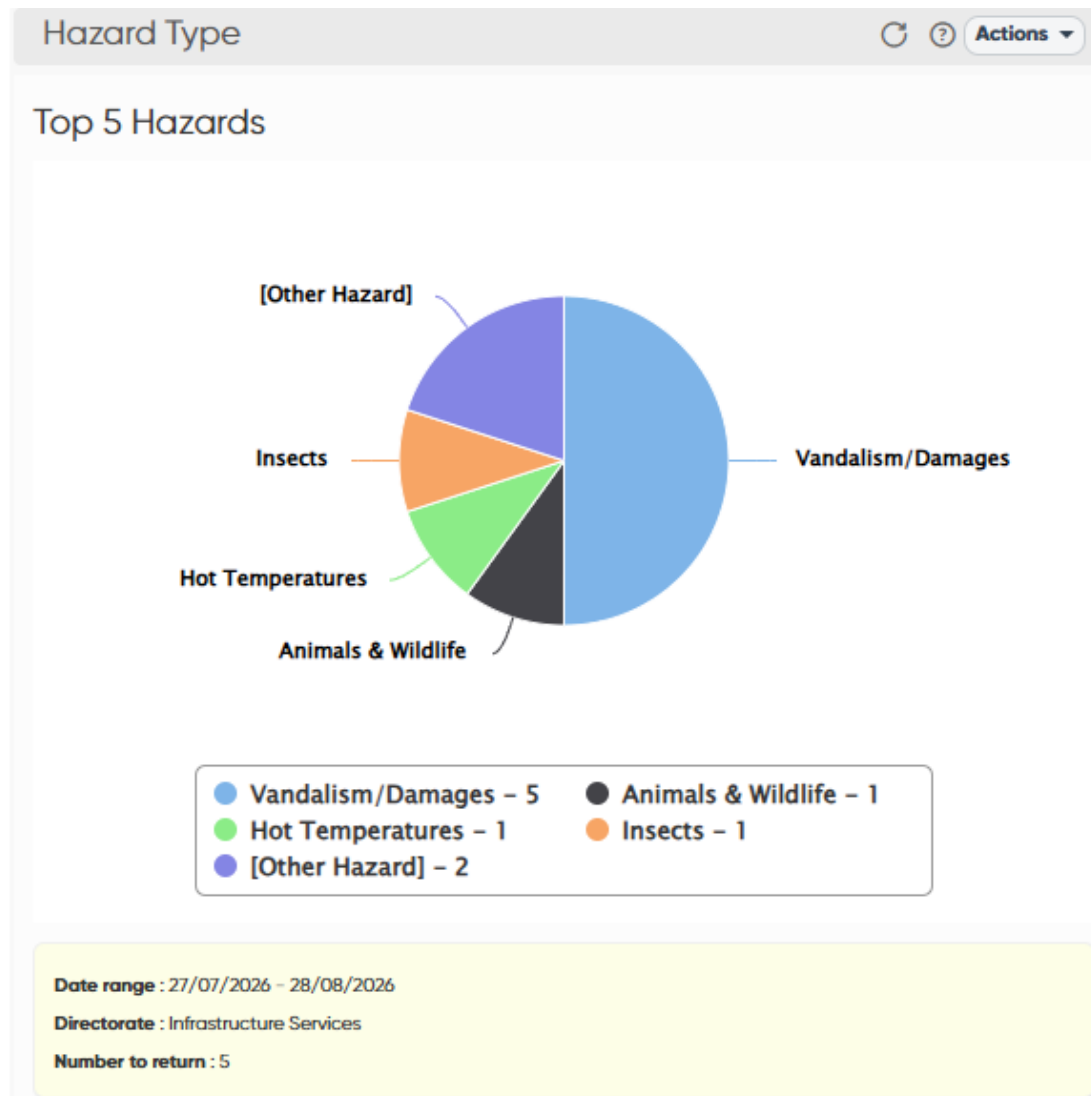


WHS SNAPSHOT



WHS SNAPSHOT

HAZARD DATA



WHS SNAPSHOT

OUTSTANDING CORRECTIVE ACTIONS

