

IPSWICH CITY COUNCIL ■ ANNUAL REPORT



ABOUT THIS REPORT

The Annual Report 2019–2020 provides an overview of the Ipswich City Council's (council) activities during the financial year and progress towards achieving the city's vision through Advance Ipswich and the city's Corporate Plan 2017–2022. It includes the city's financial performance as at 30 June 2020, governance and statutory information.

This report also provides the disclosure requirements relating to the *Queensland Local Government Act 2009* (the Act) and the *Queensland Local Government Regulation 2012* (the Regulation).

You can download a copy of this report at ipswich.qld.gov.au/about_council/corporate_publications.

You can request a printed copy or provide feedback by contacting council on (07) 3810 6666 or by email to council@ipswich.qld.gov.au.

Ipswich City Council acknowledges the traditional custodians of the land, pays respect to Elders past, present and emerging and extends that respect to all Aboriginal and Torres Strait Islander peoples.



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OUR CITY



ABOUT IPSWICH

It was not that long ago when the Ipswich population topped 200,000 for the first time (2016).

Now, the city is 230,000 strong and set to more than double by 2040.

Almost 10,000 people are moving to Ipswich annually, such is its popularity as a place to live, work and play.

It is hard to imagine 500,000 residents spread across the region but that is a distinct possibility within two decades as we continue to grow.

Ipswich, first declared a municipality in 1860 and officially recognised as a city in 1904, is now the fastest growing city in Queensland and one of the top 10 nationwide.

Growth hotspots include the master-planned communities in Greater Springfield and Ripley; and the suburbs of Redbank Plains, Bellbird Park and Collingwood Park.

Mining and industry were the backbone of the economy and provided wealth for workers and business owners during the 1900s.

The city was recognised as a major centre with coalmining, manufacturing and the railways providing the impetus for growth across the state.

Today the city's industries have grown and diversified. Defence, manufacturing, transport, logistics, construction, education, healthcare, tourism, hospitality and the retail sector are where the jobs abound.

In recent decades the city has gained a strong reputation for preserving built and natural heritage and historical spaces, with some 7,500 heritage protected places and about 600 parks and reserves across the region.

Ipswich has recorded a strong annual growth rate of 4.07 per cent over five years.

Our city's forecast growth rate is 4.5 per cent per annum over the next 15 years, unprecedented and extraordinary when compared to Queensland's expected growth rate of 1.6 per cent and Australia's forecast growth of less than 1 per cent.

The rapid growth rate presents council with a range of opportunities and also some challenges.

The median age city-wide is 32, younger than the Queensland median age of 37. Perhaps surprisingly, one quarter of the Ipswich population is aged 15 years or younger.

There are about 80,000 households across Ipswich. Young families make up nearly 46 per cent of all those households.

There is a 50/50 split of females and males, with about 44 per cent married.

Almost one in two people have a qualification, with about the same proportion having completed Year 12.

Ipswich residents are culturally diverse, originating from 163 countries and speaking a collective 152 languages.

Two out of three people have a religious affiliation.

And, in a sign of the times, almost nine out of every 10 people are connected to the internet.

Occupying an area of 1,090 km², with Brisbane 40 km to the east and the rural and agricultural areas of the Brisbane, Lockyer and Fassifern valleys to the north, south and west and well connected to six major highways, rail, an intermodal transport hub, three airports and the Port of Brisbane, Ipswich enjoys a prime location in South East Queensland.

The city is home to Australia's largest military base located at RAAF Base Amberley.

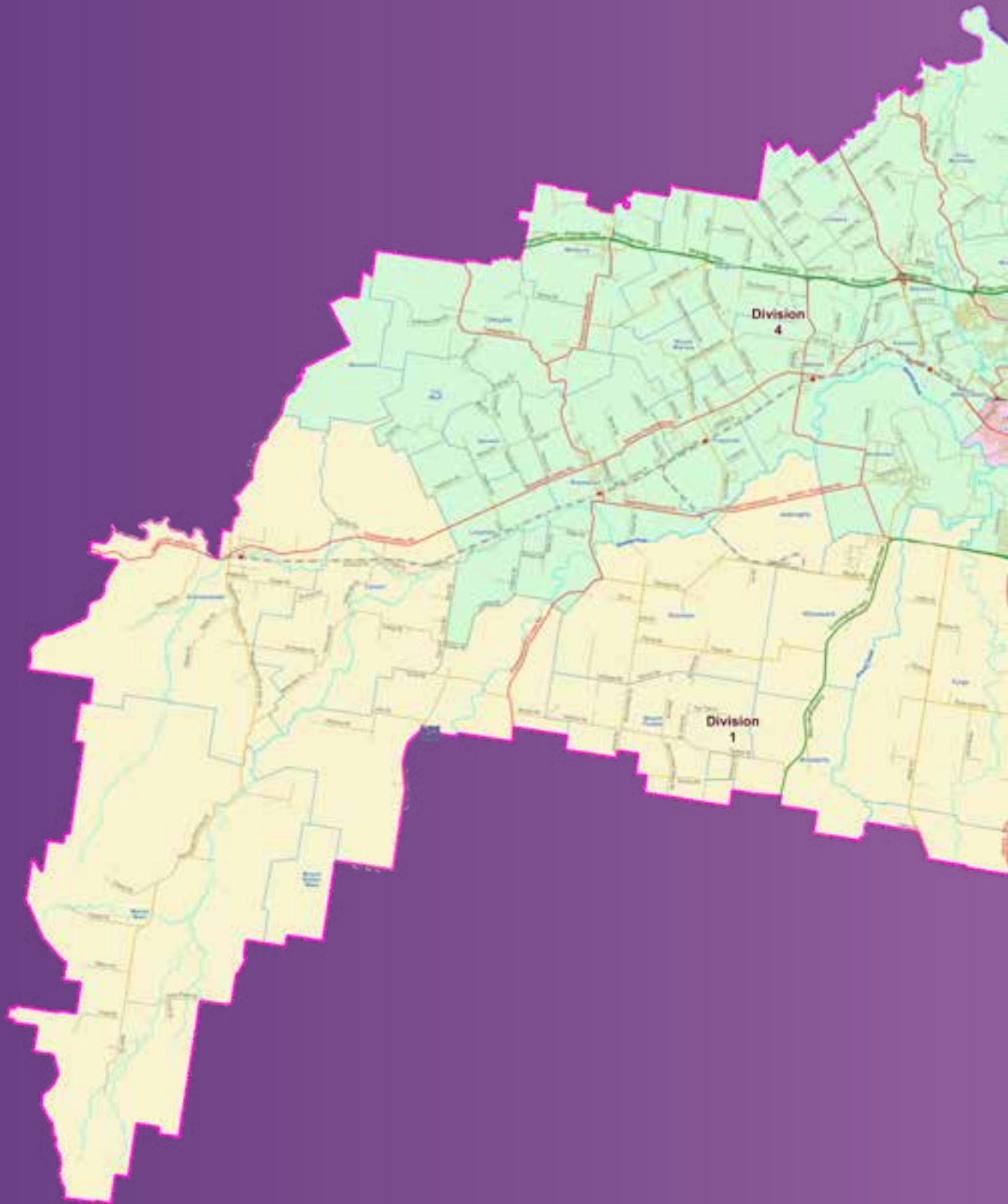
Young families can look forward to a bright future based on education with two university campuses, some of Queensland's oldest and most prestigious secondary schools and a tradition of job-focused vocational education.

The city has set the stage for ongoing success by adopting a strategic approach to building industry capacity and capability to increase economic strengths across the city.

Ipswich has a rich sporting tradition and it continues with multimillion-dollar sports fields and complexes constructed across the city or on the drawing board. The Brisbane Lions AFL franchise has moved its training headquarters and base for its women's team to Springfield Central and there are high hopes of one day securing national teams from the NRL and A-League in Ipswich Central.

The central area of the city is the focus of a renewed building boom with the \$250 million Nicholas Street precinct redevelopment. A new council administration building, new adult and children's libraries, civic plaza, plus a retail, restaurant and café area are quickly taking shape with completion set for next year. It is expected to revive the CBD and Top of Town area again.

Ipswich welcomed its 51st Mayor after the local government elections in March – the first female to lead our city, Teresa Harding. The new Deputy Mayor is Marnie Doyle. The new council is the first under a changed electoral system with four divisions represented by two councillors in each division.





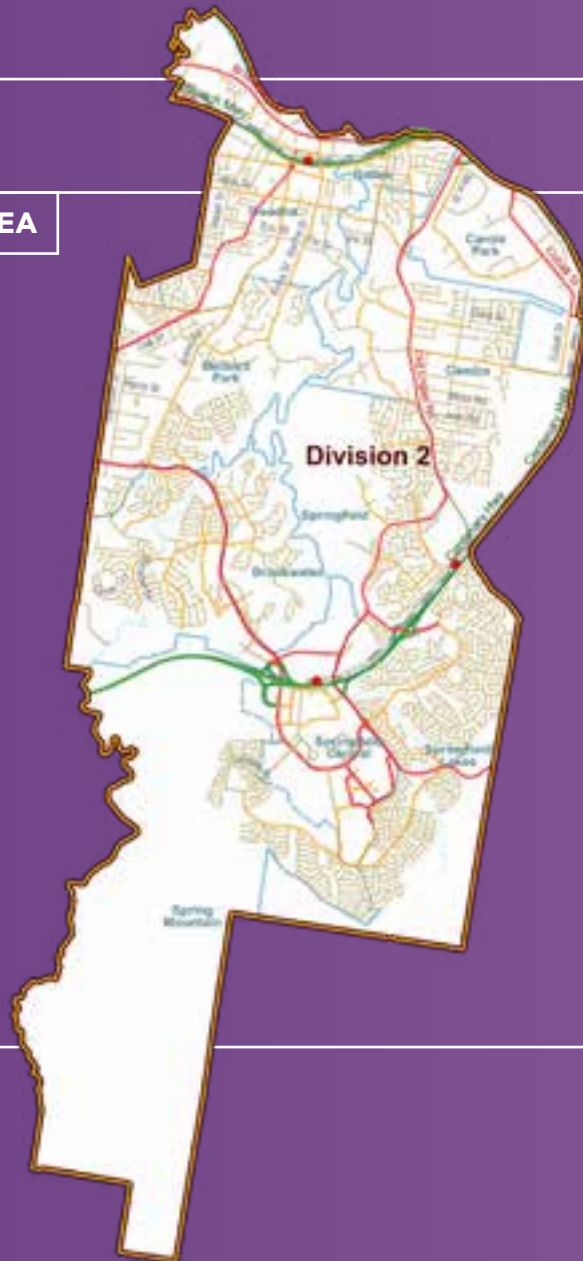
**IPSWICH,
THE FASTEST
GROWING
CITY IN
QUEENSLAND
AND ONE OF
THE TOP 10
NATIONWIDE.**



MAP OF DIVISION 1 AREA



MAP OF DIVISION 2 AREA



MAP OF DIVISION 3 AREA



MAP OF DIVISION 4 AREA



IPSWICH IN NUMBERS

2019–2020

POPULATION AND GROWTH



228,000
current population



480,000
persons by 2036
(projection)



4.07%
annual population
growth over five years



32 years
median age



152
languages spoken
by residents



163
countries originated



7,005
new residents



2,495
new dwellings



1,750
lots created



910
lots approved



52,222
users of free public
Wi-Fi = 86 Tb of data

OPEN SPACE



\$78,180
in Nature
Conservation Grants



6
bio-detention
basins rehabilitated



1,090 km²
land area



400+
parks and
219
nature reserves
maintained



7,500
heritage
protected places



1,500
metres of new
service tracks in
conservation estates



36.5 ha
of hazard reduction
burns completed at White
Rock - Spring Mountain
Conservation Estate



43
volunteers in the new
Bushcare program

RECREATION



31
performances
delivered at Studio 188



442
physical and active
travel events



675,416
swimming
pool attendees



95,331
visitors to Ipswich
Nature Centre,
Queens Park



135,754
visitors to Nerima
Gardens, Queens Park

ANIMALS



942
impounded pets
reunited or rehomed



33,461
dog registrations



COUNCIL SUPPORT



7,540
vaccines delivered



\$722,000
in funding and support provided to the community



1,187
council staff



10,715
community safety incidents managed by Safe City



500,000
approx. household wheelie bins collected each month (general waste and recycling)



3,326
households serviced by council's Home Assist Program



67,994
plants given away by the council nursery



109,035
plants produced by the council nursery



51,575
active annual library members



897,693
library loans



14,030
average call centre calls per month



1,209
average customer emails actioned per month



5,441
average service requests raised per month

INFRASTRUCTURE



\$232 million
capital works allocated for 2020-2021



276
sport and recreation facilities



62 km
approx. of new footpath and bikeways



43 km
approx. of new road infrastructure



110
parking meters



3,370 tonnes
of asphalt used for bitumen patching and pavement repairs



464 km
of longitudinal linemarking repainted (street lines)



3,938
street signs repaired and replaced



16,492
inspections on street signs and lines



917
road traffic permits issued

ECONOMY



77,949
local jobs



9,901
registered businesses



\$9.77 billion
gross regional product



\$603.4 million
total 2020/21 budget



29%
increase in Ipswich tourist visitation to



2.07 million
visitor arrivals



122
Ipswich Tourism Operators Network members



\$290 million
visitor spend (up 12%)

MESSAGE FROM THE MAYOR

Last year was a year of major transformation for Ipswich City Council, with a number of significant steps taken to restore good governance to your council. Under the guidance of Interim Administrator Greg Chemello, Ipswich City Council underwent a significant Business Transformation Program, implementing best practice policies and procedures in local governance. The massive Business Transformation Program delivered 92 outcomes for the organisation, including a new procedure and process for Fraud and Corruption Management, the Good Governance Guide for ethical practices for decision-making, and establishing and implementing ISO Safety Standards across the organisation – *a first for local governments in Australia*. The program also identified further improvement to continue beyond March 2020, when elected representatives were returned to office after the quadrennial Local Government Elections.

This Annual Report embodies a theme of Transparency which aligns with the key priorities of this new council. At our first meeting, held on 27 April 2020, your council resolved to establish a dedicated online portal for transparency and integrity to ensure that Ipswich residents understood how their rates are being spent. On 1 July 2020, the Transparency and Integrity Hub was launched, making Ipswich City Council *the first local government in Australia* to proactively publish expenditure data from across the organisation in one place. Council is now gathering feedback on the Hub to improve its experience for users, and to ensure the information published provides value to ratepayers and enables a transparent view on council financial management.

Council's 2020–2021 budget was adopted on 30 June 2020 and commits to the delivery of a significant program of capital works and targeted relief to support our community and economy through the coronavirus pandemic. The mammoth \$232 million Capital Works budget included \$124 million to complete the Ipswich Central redevelopment project and will provide important stimulus to the local economy and aid in recovery. Council's budget also included \$2 million in grants and funding for businesses and grassroots organisations, primarily through the Small



Business Funding Program, the Community Operational Support Fund and the Community Repair and Replacement Fund. In addition to these measures, our recently adopted new Buy Ipswich procurement policy will further support our mission to prioritise spending locally and council also reduced its payment cycle from 30 days to 7 days to assist businesses with cash flow during COVID-19.

Looking ahead to 2020–2021, council is excited to lead meaningful and genuine community consultation on key issues. We will be undertaking a Community Visioning engagement program to engage residents and stakeholders in the development of the city's long-term strategy. This council is also taking action on long-standing waste and infrastructure issues and we will be working more closely than ever before with the community, industry and other levels of government to ensure our future outlook aligns more closely with our growing community's needs.

I look forward to working collaboratively with this council, the community and key partners to progress our magnificent city of opportunities and ensure it is not stifled in its transformation.

The motto on our city's crest states 'Confide Recte Agens' which means 'Be confident in doing right'. I would like to thank and acknowledge council staff for their hard work, dedication and commend them on their resilience, and also thank our community for supporting council's mission to return transparency, integrity and good governance to Ipswich, so we can 'Be confident in doing right'.

Mayor Teresa Harding



MEET YOUR NEW COUNCIL

Mayor Teresa Harding

Mayor Harding was officially sworn in as Ipswich's 51st Mayor, at a special declaration of office ceremony at her Raceview home in March 2020. Mayor Harding has professional experience as a former executive in the Department of Defence (leading the maintenance of the RAAF F111 jets), a senior officer in the Queensland Government, and a small business owner. Mayor Harding is a lifelong volunteer. She is an active Rotarian with the Ipswich City Club, and was the President of the Coordinating Organisation for the Disabled in Ipswich, a former board member of the Ipswich Chamber of Commerce and Industry, former board member of Focal Community Services and has been on the Parents and Citizens Association Committee of her children's schools. She is a former member of the Army, a graduate of the Australian Command and Staff College and holds a Master of Management. In her most recent role Mayor Harding led the Queensland Government's open data approach making previously unpublished data and information publicly available.



DIVISION 1

Division 1 is the largest of the four divisions and amalgamates both rural and urban suburbs. The division covers a geographic catchment of 61,148 ha (611 km²) and is oriented in a west-east direction spanning from Grandchester and Mount Mort in the west to Redbank Plains and White Rock in the east.

The suburbs of Division 1 include Blackstone, Calvert, Deebing Heights, Ebenezer, Flinders View, Goolman, Grandchester, Jeebropilly, Lower Mount Walker, Mount Forbes, Mount Mort, Mount Walker West, Mutdapilly, Peak Crossing, Purga, Raceview, Redbank Plains, Ripley, South Ripley, Swanbank, White Rock, and Willowbank.

DIVISION 2

Division 2 is a mostly urban electorate situated in the eastern end of the City of Ipswich. The division is bounded by the Brisbane River in the north, Brisbane and Logan City boundaries in the southeast, White Rock Spring Mountain Conservation Estate in the south, and Woogaroo Creek and Redbank Plains Road in the west. It encompasses the suburbs of Augustine Heights, Bellbird Park, Brookwater, Camira, Carole Park, Gales, Goodna, Spring Mountain, Springfield, Springfield Central, Springfield Lakes and Redbank.

Division 2 wholly includes all suburbs except for Goodna and Redbank with a part of Goodna (west of Stuart Street) contained in Division 3 and an area of Redbank (situated north of Eagle Street and East of Kruger Parade) included in the Division.

Cr Sheila Ireland

Councillor Ireland is a proud fifth generation Ipswichian and part of the local Walker family who opened a coal mine in Ipswich in 1874. Educated at St Mary's College; before coming to council she owned retail businesses in Ipswich City Square for 16 years. Cr Ireland has been on the boards of Apprenticeship Queensland and St Andrew's Hospital, and chaired several committees during five previous terms on council between 2004-2018, most notably Health, Security and Regulatory Services.



Cr Nicole Jonic

Councillor Jonic has lived in Goodna since 2011 and together with her husband is raising their two children. Cr Jonic is an accountant, tax agent and principal of her own firm. She is a member of the Institute of Public Accountants, a fellow of the Tax Institute of Australia, former Queensland operations manager of a Queensland wide accounting firm and is undertaking her MBA at the Deakin Business School.

Cr Jonic is Chair, Economic and Industry Development Committee; and Deputy Chair, Ipswich Central Redevelopment Committee.



Cr Jacob Madsen

Councillor Madsen has lived his entire life in Ipswich, moving between the suburbs of North Ipswich, Wulkuraka, Walloon, Silkstone and now Ripley. One of the younger councillors, Cr Madsen's path to political life has been somewhat different, more recently being a stay-at-home dad with his five-year-old son while finishing his degree. Cr Madsen graduated from university with a Bachelor of Commerce and Arts, having majored in political science and accounting.

Cr Madsen is Chair, Governance and Transparency Committee; and Deputy Chair, Economic and Industry Development Committee.



Cr Paul Tully

Councillor Tully was Queensland's longest serving councillor, from 1979-2018 and has come back with renewed energy. Cr Tully has a law degree from the University of Queensland, a keen interest in keeping bees and operates as a pro bono Australian Migration Agent. He is currently the Local Government Association of Queensland Policy Executive representative for South East District No. 2 (Western Region).

Cr Tully is Deputy Chair, Growth, Infrastructure and Waste Committee.



DIVISION 3

Division 3 is oriented in a west-east direction with Brisbane Road and the Ipswich train line through its core. In the western extent is Leichhardt and One Mile, with the northern extent largely bound by the Bremer and Brisbane Rivers. The southern boundary follows Bundamba Creek north of Blackstone, the Cunningham Highway and Redbank Plains Road. The eastern extent is bordered by Goodna Creek, the Ipswich Motorway and Stuart Street.

The division includes Basin Pocket, Booval, Bundamba, Coalfalls, Collingwood Park, Dinmore, East Ipswich, Eastern Heights, Ebbw Vale, Goodna (west of Stuart Street), Ipswich, Leichhardt, New Chum, Newtown, North Booval, One Mile, Redbank (excluding houses situated east of Kruger Parade), Riverview, Sadliers Crossing, Silkstone, West Ipswich, Woodend, and Wulkuraka (south of the railway line).

Cr Marnie Doyle, Deputy Mayor

Councillor Doyle was born and raised in Ipswich and now resides in Sadliers Crossing. She is a St Mary's old girl and holds a Bachelor of Laws and Master of Laws. Cr Doyle brings a wealth of corporate experience to council having worked for almost 25 years as a banking and finance lawyer. Cr Doyle has undertaken extensive work on projects including open data, privacy and digital transformation – important issues in Australia with a direct impact on local government.

Cr Doyle is Chair, Ipswich Central Redevelopment Committee.



Cr Andrew Fechner

Councillor Fechner is an Ipswich local with a long history with council. While a student at St Edmund's College he was also a member of the Ipswich Youth Advisory Council. Cr Fechner has spent the past five years building two successful hospitality businesses in Ipswich Central, providing jobs and supporting the local community.

Cr Fechner aims to be a strong voice for young people in the city.

Cr Fechner is Chair, Community, Culture, Arts and Sport Committee; and Deputy Chair, Environment and Sustainability Committee.



DIVISION 4

Division 4 amalgamates both rural and urban suburbs and contains areas with significant projected growth, such as Marburg and Rosewood. The division covers a geographic catchment of 34,225 ha (342 km²).

The division is oriented in a west-east direction and includes the suburbs of Amberley, Ashwell, Barellan Point, Blacksoil, Brassall, Churchill, Chuwar, Haigslea, Ironbark, Karalee, Karrabin, Lanefield, Marburg, Moores Pocket, Mount Marrow, Muirlea, North Ipswich, North Tivoli, Pine Mountain, Rosewood, Tallegalla, Thagoona, The Bluff, Tivoli, Walloon, Woolshed, Wulkuraka (north of the railway line), and Yamanto.

Cr Kate Kunzelmann

Councillor Kunzelmann is a former nurse, nurse manager and education manager and has lived in Ipswich since 1981, currently residing in Wulkuraka. She is a graduate of the Australian Institute of Company Directors and holds board experience. Cr Kunzelmann has also been a Civil Celebrant, Civil Partnership Notary, is a Justice of the Peace (Qualified) and a long-term member of Zonta and other community groups.

Cr Kunzelmann is Deputy Chair, Community, Culture, Arts and Sport Committee.



Cr Russell Milligan

Councillor Milligan comes from an extended family of local government elected representatives. Raised on his multigenerational family grazing property, he has a background in matters affecting rural residents.

Cr Milligan was a Military Police Platoon Commander and immediately prior to being elected was a contractor telecommunications technician performing the network build for the NBN rollout. His community involvement includes SES, Rural Fire Brigade, RSL Sub-Branch, Freemasonry and community fundraising.

Cr Milligan is Chair, Environment and Sustainability Committee; and Deputy Chair, Governance and Transparency Committee.



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



There is a saying along the lines of ‘a week is a long time in politics’.

Well, a year on from Ipswich City Council’s last annual report and so much has happened.

The return to elected representation. A new Mayor and councillors.

The delivery of the \$600 million 2020–2021 Budget, in conjunction with the launch of the Operational Plan, and the launch of the ground-breaking Transparency and Integrity Hub.

It has been an unbelievably busy year in local government. And that is without even mentioning the elephant in the room: COVID-19.

It is hard to believe we have delivered so much in a relatively short time, all the while having to deal with the direct impact of a global pandemic.

The coronavirus has affected every country in the world, and every corner and community. Including Ipswich.

We have been extremely fortunate to have escaped largely unscathed by COVID-19 with relatively few cases in the West Moreton Health region, albeit with a current second wave hovering over us and coming too close to home at times.

But, under the fresh leadership of Mayor Teresa Harding, Deputy Mayor Marnie Doyle and our new councillors, supported ably by council’s 1,187 staff, we have worked hard together and got through some very tough times.

We are by no means out of the woods with the pandemic – I fear it will be with us for a very long time, at least until there is a vaccine. It will mean operating with the invisible enemy in our midst and making decisions every day with COVID-19 in mind.

But, through it all, I am left with a sense of satisfaction, pride and optimism.

Satisfaction because of the incredible amount of quality work that has been produced by our organisation to exceptionally tight deadlines.

Pride in the many people across the organisation who have worked tirelessly to deliver what some would consider almost impossible outcomes.

Optimism for the future of both council and the City of Ipswich.

Returning a city to elected representation status after a period of interim administration is not a common occurrence, nor is it an easy feat. In fact, it has only happened a handful of times in Queensland’s history. Yet we have achieved it rather seamlessly – socially

distanced of course in the early stages – and seem to be going from strength to strength.

It would be remiss of me not to mention the efforts of interim administrator Greg Chemello, his successor Steve Greenwood, and the interim management committee for helping guide council through late 2018, 2019 and the early part of 2020 before the local government elections on 28 March this year.

Greg’s cool, calm and collected demeanour, his VISION2020 and introduction of the Business Transformation Program set council up perfectly for the return of elected representatives and ensured that the transition would be relatively smooth, given the tumultuous days that preceded.

This Mayor and councillors bring a wealth of knowledge and experience. They bring a lot of community insight to the council table. They come from different backgrounds and work/life experience and represent every decade demographic from the 20s, 30s, 40s, 50s, 60s through to the 70s. That in itself is fairly unique, yet invaluable in a city with a very young median age but also elderly population.

Their thirst for council facts and figures, which enabled them to quickly get across the financial operations in order to not just rubber stamp but have their hands fully on the 2020–2021 Budget, was welcomed by one and all in the organisation.

It was a somewhat challenging budget in unprecedented times but it was delivered with professionalism and largely embraced by the community.

Everyone in council has stepped up to the plate this year and I couldn’t be prouder of how we have all adapted to working through a pandemic, many working from home, and working in a united fashion to restore community trust and confidence in this organisation again.

We are edging closer every day to completion of the \$250 million Nicholas Street/Ipswich Central project, which will include council’s new administration home, a new central library and children’s library and a world-class public space.

That is the next step of this council’s incredible journey and I very much look forward to the year ahead with you all.

David Farmer

THE ROLE AND FUNCTIONS OF COUNCILS

What is local government?

A local government (or local council) provides a wide range of services and activities. Seventy-seven councils across Queensland contribute around \$7.4 billion to the state economy every year.

Councils have a much wider and more important role than many people realise. A council enables the economic, social and cultural development of the local government area (LGA) it represents, supports individuals and groups, and provides a wide range of services for the wellbeing of the community. It also plays an important role in community governance and enforces various federal, state and local laws for its communities.

State Government Acts of Parliament define the powers of local councils. In Queensland that's the *Local Government Act 2009* (the Act). A number of factors, including the availability of funds, the size, location and demographics of the area, the commitment to maintain existing services, and the views, wishes and needs of the community, shapes the range and quality of services provided by a council.

The services provided by council fall under five broad categories:

- 1. Planning for sustainable development:** councils play a role in providing long-term strategic planning for local government areas, as well as in town planning, zoning and subdivisions. In addition, councils are responsible for processing most development applications, building site and compliance inspections and building regulations.
- 2. Providing and maintaining infrastructure:** providing local infrastructure is an important contribution councils make to their communities. For example, councils provide and maintain local roads and bridges, public car parks, footpaths, sporting fields, parks, libraries and art galleries. Councils must consult with their communities about providing and maintaining these assets.
- 3. Protecting the environment:** councils regularly assess the state of their local environments, provide environmental programs and use their regulatory powers to prevent pollution or restore degraded environments. They carry out activities such as garbage collection and recycling, street cleaning, regulating parking, controlling dogs and cats, and eradicating noxious weeds.
- 4. Providing community services and development:** councils consult with and assess the needs of their communities and use the information to target community development activities. They provide a range of services, including some aimed at groups in the community with special needs. Community services include libraries, home care services, swimming pools, playground facilities and sporting grounds and facilities.
- 5. Safeguarding public health:** councils help maintain high standards of public health and reduce the risk of exposure to a wide range of diseases through activities such as inspections of cafes and restaurants, waste management, pest and vermin control and hazardous material containment.

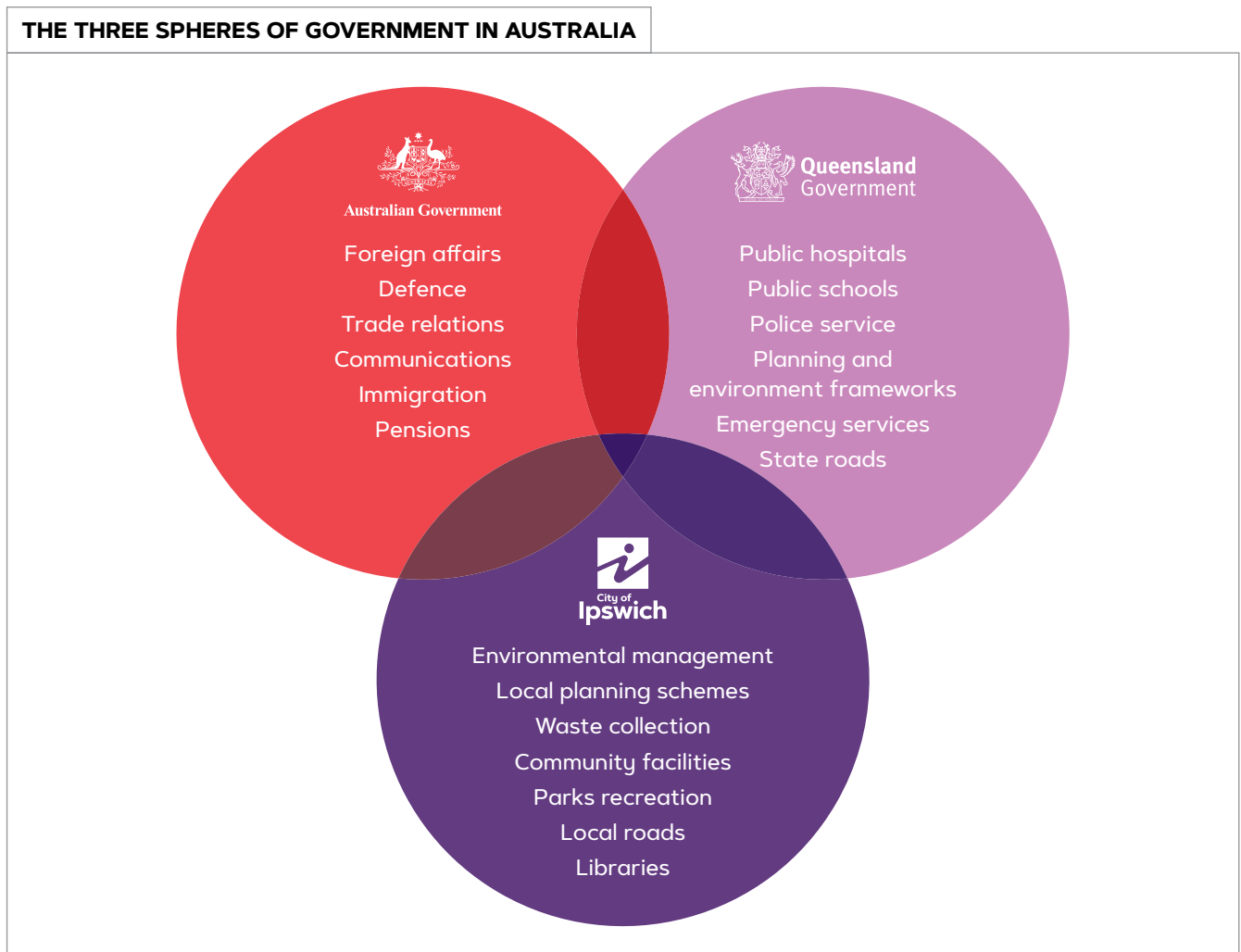
The three spheres of government

Local government does not exist in isolation – it's one of three levels of government in Australia. It is important for councils to maintain strong relationships across these different levels of government, as each play distinct and important roles.

Please note: while many councils deliver their own water and sewerage services, in Ipswich this is managed by Urban Utilities (UU). UU is one of the largest water distributor-retailers in Australia, supplying drinking water, recycled water and sewerage services to a population of more than 1.4 million throughout South East Queensland. To learn more about UU, visit Urbanutilities.com.au.

| The Federal Government: | State Governments: | Local Governments (councils): |
|---|--|--|
| <ul style="list-style-type: none"> raises money to run the country by collecting taxes on incomes, goods and services and company profits and spends it on national matters. For example; trade, defence, immigration and the environment has broad national powers, among other things, it administers laws in relation to defence, immigration, foreign affairs, trade, postal services and taxation. | <ul style="list-style-type: none"> raise money from taxes but receive more than half their money from the Federal Government to spend on state/territory matters. For example; schools, housing and hospitals, roads and railways, police and ambulance services have the power to look after laws not covered by the Federal Government for instance, land use planning, hospitals, schools, police and housing services. | <ul style="list-style-type: none"> collect taxes (rates) from local property owners and receive grants from federal and state/territory governments and spend this on local matters for example; town planning, rubbish collection, local roads and pest control. |

The diagram below gives examples of the broader responsibilities of the three spheres of government in Australia.



OUR PERFORMANCE



VISION2020 – TRANSFORMATIONAL PROJECTS SUMMARY

During council's period of interim administration (August 2018–March 2020), council focused on transforming the organisation to be an exemplar of good governance, one which other councils strive to emulate. The various reforms were harnessed under an internal-to-council overarching program called VISION2020.

In the first phase of VISION2020 in late 2018, the Interim Administrator and Interim Management Committee addressed the most pressing issues facing council: urgent issues were quickly resolved during this time.

The second phase of work, from late 2018 to mid-2019, identified opportunities to amend or remove procedures and frameworks which would help realign organisational operations towards achieving its strategic goals as defined under the *Local Government Act 2009* and the city's strategic plan, *Advance Ipswich*. The operational realignment also aimed to ensure that council continued to provide quality services to the Ipswich community.

The third phase, commencing early 2019, was all about elevating council to a place of leading practice. A series of staff focus groups, management team workshops and discussions with industry and community leaders were held to explore how council could become a leading local government. This research identified 18 Business Transformation Projects (BTP) as the key operational changes required. The BTP included policy, procedural and operational reforms as well as priority city projects such as the redevelopment of Ipswich's CBD, dealing with waste, upgrading key roads and commencing a new planning scheme.

In March 2020 the program was closed and remaining work was rescoped into new initiatives which are included in the 2020–2021 Operational Plan.

The BTP delivered 92 outcomes, including:

- working with the community to deepen our community engagement by developing a platform (Shape Your Ipswich) and establishing community working groups
- creation of the Good Governance Guide for ethical practices for decision making
- development of the People and Culture Strategic Plan
- establishment and implementation of ISO Safety Standards across the organisation, making council the first local government in Australia to do so
- streamlining procurement practices, and implementing more efficient procedures and reporting
- development of new procedures and processes for grievance management, complaint management, risk management, fraud and corruption management
- development of new frameworks and guidance for incoming councillors and council staff for transparency and collaboration, including integrated corporate planning and reporting.

VIEW: Full report – [VISION2020](#)

COMMUNITY PULSE CHECK

The most recent Pulse Check of the Ipswich community shows that council is on the right track.

An independently run survey of residents indicates trust and confidence in council has increased over the last year. The 2019 Community Satisfaction Survey, Pulse Check, showed a significant improvement on results from 2018.

Almost one-third of respondents (31 per cent) were satisfied or very satisfied with council's ability to build and maintain the trust and confidence of the community – which was considerably more than the 2018 survey (21 per cent). And, while about 4 in 10 (43 per cent) of Ipswich residents were dissatisfied with council's ability to build trust and confidence, this was significantly lower than in 2018 (59 per cent dissatisfaction).

The Pulse Check survey found satisfaction with council's decision making ability had improved significantly over the last 12 months, while in 2018 half of Ipswich residents were dissatisfied, that has dropped significantly in 2019 with a dissatisfaction rating of 36 per cent. Conversely, satisfaction increased from 26 per cent to 32 per cent.

Community feedback indicates that residents are still divided regarding whether council is making decisions with the best interests of the Ipswich community in mind.

There has also been a significant improvement over the last 12 months – with more people satisfied their voice is being heard – from 2018 (25 per cent) to 2019 (31 per cent).

Finally, the quality of services council provides had the highest satisfaction rating of all metrics, with 42 per cent of residents indicating they were satisfied. Those aged over 65 years were the most satisfied.

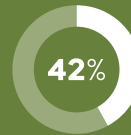
Satisfaction with council's responsiveness remained about the same as 2018, with 35 per cent satisfied and 30 per cent dissatisfied.

Overall, there has been significant improvement across the board in community sentiment towards council. A lot of improvements were made in 2019 and council is definitely on the right path to improve its relationship with the Ipswich community.

VIEW: Full report – [Pulse Check 2019](#)

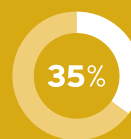
Key take outs

QUALITY OF SERVICES



42% of people had a high level of satisfaction with the quality of services delivered by council.

COUNCIL RESPONSIVENESS



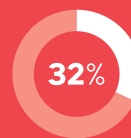
35% of people had a high level of satisfaction with council's responsiveness to community needs.

TRUST AND CONFIDENCE



31% of people had a high level of satisfaction with council's performance in maintaining trust and confidence in the local community.

COUNCIL DECISION MAKING



32% of people had a high level of satisfaction with council's performance in making and implementing decisions in the best interests of the community.

OPPORTUNITIES TO BE HEARD



31% of people had a high level of satisfaction with the opportunities council provides for their voices to be heard.

COVID-19: RESPONSE TO RECOVERY

Never could we have imagined just how quickly COVID-19 would shape our everyday lives or how tough times would be. Ipswich however, has an unmatched resilience and we band together in times of need. In this time, council joined to support the city by providing assistance to all facets of our community.

Council's COVID-19 Human Social and Economic Recovery Working Group was formed to ensure that all parts of the organisation were integrated in their response and delivery of new initiatives.

The focus areas for the Working Group are:

- opportunities to improve social connection, wellbeing and resilience in Ipswich
- remaining responsive to the changing needs of local businesses, services and organisations, to support their short-term viability and long-term sustainability
- encouraging economic development and employment based on identified priority areas (in line with the Queensland Government's Economic Recovery Strategy)
- informing the planning and development of social infrastructure to address changes in service capacity or demand.

With the outbreak of the pandemic and subsequent restrictions, a number of community organisations faced significant financial challenges and uncertainty. Council's swift reaction to waiving and refunding licence/permit fees and charges, firstly from 1 March through 30 June and subsequently extended through 30 September, was not only well received by our

community, but also highlighted the cooperation and positive behaviours displayed by many branches and sections across council.

Council fast-tracked \$7.5 million worth of payments to contractors and initiated a seven-day payment cycle; a significant reduction to the normal 30-day billing period for all contractors. Council also introduced a new Buy Ipswich procurement policy aimed at specifically supporting local businesses and industry.

Many of our council programs and services were forced to deliver digital alternatives for customers such as Active at Home (online PT sessions), the virtual 'Festival of 4 Walls', and began professional live streaming of council meetings on council's YouTube channel.

Business adaptation programs were rolled-out and council's new Grant Finder portal launch was brought forward.

During the pandemic council further supported local services and community with outreach programs such as connecting with local enterprises to ensure food hampers were available for community. Council collaborated with the State Government to ensure those sleeping rough were supported and that essential services such as emergency relief, financial support, computer access, food security and counselling remained accessible through community centres and other identified council locations.

The Working Group continues to monitor the social and economic impacts of COVID-19 in Ipswich, to inform the council's role in supporting social and economic recovery.



COVID-19 COMMUNITY INDICATORS (AS AT 30 JUNE 2020)

Community identified priorities at June 2020



Job loss/change



Financial stress



Social isolation



Domestic and family violence



Community sector viability

Ipswich Gross Regional Product – June Quarter

-10.9%

(Queensland: -12.0% Brisbane: -12.1%)

Local Business Resilience Report (Top of Town and Springfield, 1st week of June 2020)



Stronger business activity (Top of Town) since car park restrictions eased



More than one third of business respondents receiving grants



Increased business optimism reported in June 2020

Almost

9/10

people are very or somewhat comfortable returning to work

1 in 8

aged 15–64 years were on JobSeeker or Youth Allowance in June

(13.2%, above Queensland's 11.5% in June 2020)

Tourism cluster down est. \$145 million, June Quarter



*comprising Accommodation and Food Services, Retail Trade and Arts and Recreation Services. (Brisbane: -\$2.6B; Logan: -\$242M)

City Events Calendar March – June 2020



67%

city events cancelled

(18% postponed, 15% proceeded in modified form)

National Audience Outlook, June 2020

28%

(up from 22% in May)

Audiences ready to attend cultural events as soon as permitted

Ipswich industry output down est. -\$565 million, June Quarter

(\$614 million drop across all industries, except Health Care and Social Assistance which increased output by \$48 million)

Public health



0

Active COVID-19 cases in Ipswich, June 2020

Employed resident change – June Quarter

-7.3%

-11.7% including JobKeeper recipients

(Brisbane LGA: -8.2%, or -12.9% with JobKeeper; Logan LGA: 7.1% or -11.5% with JobKeeper)

June Rental Vacancy Rate, Ipswich



1.2%

Down from 18% in May 2020, and down from 2.5% in June 2019

Household stressors (late June)



One in ten rental households having difficulty paying rent



Key issues for Sport and Recreation sector at June 2020:

- evolving guidelines for return to play
- maintaining up-to-date communications
- some cancellations of the 2020 sport season.



Local job change June Quarter

-7.7%

-12.8% including JobKeeper recipients

(Brisbane LGA: -7.8%, or -12.1% with JobKeeper; Logan LGA: 7.7% or -12.9% with JobKeeper)



Youth Unemployment (Ipswich SA4 Region)

19.9%

(Queensland: 15.0%; Logan – Beaudesert SA4 19.6%; Toowoomba SA4 24.2%)



1 in 11

still experiencing loneliness

(9% in June 2020, down from 22% in April)

CELEBRATING OUR PERFORMANCE

| AWARD TITLE | AWARDED BY | AWARDED FOR | PLACE |
|--|--|--|----------|
| 2019 Travel, Leisure and Media | Australian Effie Awards | <i>Humans Wanted destination campaign</i> | SILVER |
| 2019 Best Smaller State Campaign | Australian Effie Awards | <i>Humans Wanted destination campaign</i> | SILVER |
| 2019 Outdoors Queensland Awards | Queensland Outdoor Recreation Federation | <i>QLD Govt. Encouraging Participation Award</i> | FINALIST |
| 2020 AILA QLD Landscape Architecture Award for Tourism | Australian Institute of Landscape Architects | <i>Queens Park Nature Centre and Discovery Hub Master Plan</i> | WINNER |
| 2020 AILA QLD Award of Excellence for Land Management | Australian Institute of Landscape Architects | <i>Small Creek Naturalisation – Stages 1 and 2</i> | WINNER |

Australian Effie Awards for *Humans Wanted destination campaign*



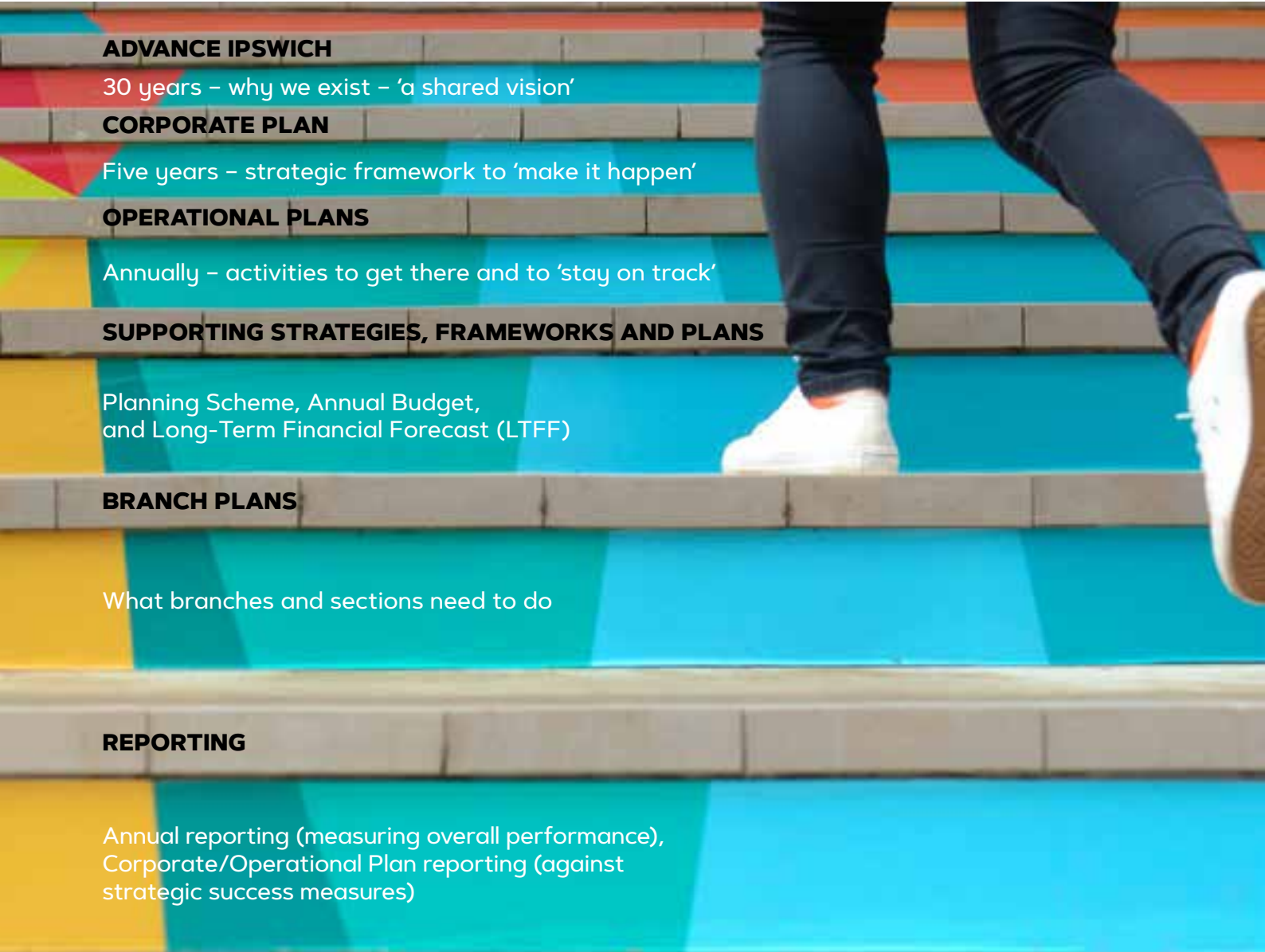
DELIVERING THE VISION: THE CORPORATE PLANNING FRAMEWORK

Section 190 of the *Local Government Regulation 2012* requires that a local government's annual report include an assessment of progress with the implementation of a local government's five year corporate plan and its annual operational plan.

Advance Ipswich is council's long-term plan for the city, built on community desires for the city's future and reflecting the actions that council and the community need to progress to realise this vision. Quite simply, Advance Ipswich identifies where the

city is going and how it will get there. Advance Ipswich builds on the vision and strategies of the previous i2031 Community Plan and provides a renewed and contemporary focus for the future of the city while recognising opportunities and challenges including the unprecedented pace of growth being experienced.

Council's Corporate Planning Framework below details the relationship between council's planning documents and the cascade from the overarching vision to work plans.



ADVANCE IPSWICH

30 years – why we exist – ‘a shared vision’

CORPORATE PLAN

Five years – strategic framework to ‘make it happen’

OPERATIONAL PLANS

Annually – activities to get there and to ‘stay on track’

SUPPORTING STRATEGIES, FRAMEWORKS AND PLANS

Planning Scheme, Annual Budget, and Long-Term Financial Forecast (LTFF)

BRANCH PLANS

What branches and sections need to do

REPORTING

Annual reporting (measuring overall performance), Corporate/Operational Plan reporting (against strategic success measures)

Council's Corporate Plan 2017–2022 identifies the five year priorities established by the community as adopted by council and is the guiding document for all council outcomes in that period. While Advance Ipswich is about communicating the 'shared vision' with the community, the Corporate Plan is about 'making it happen'.

The Corporate Plan 2017–2022 contains five themes for focus over the plan's life with each department responsible for delivering specific projects that link directly to each of the themes:



Under Section 174 of the *Local Government Regulation 2012*, a local government is required to adopt an annual Operational Plan. Council's adopted Operational Plan 2019–2020 was developed to identify the activities that council needed to undertake during the financial year to achieve the longer-term outcomes of the Corporate Plan 2017–2022.

The relationship between Advance Ipswich's five themes and the deliverables of the annual operational plan is shown below.



OUR 5 THEMES

THEME 1 STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

GOAL 1: Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment.

- STRATEGY 1** Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city.
- STRATEGY 2** Provide a full spectrum of life-long learning opportunities, from early learning through schooling to vocational training and tertiary education that aligns skills and education with emerging employment opportunities.
- STRATEGY 3** Develop the Ipswich City Centre as the regional capital of the Western corridor of SEQ and as an important employment centre.
- STRATEGY 4** Strengthen the local digital economy.
- STRATEGY 5** Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries.
- STRATEGY 6** Diversify the local economy.

THEME 2 MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE

GOAL 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.

- STRATEGY 1** Develop a compact, sustainable, mixed-use urban form that supports community and economic development.
- STRATEGY 2** Provide adequate land and infrastructure to support community development and economic activity.
- STRATEGY 3** Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.
- STRATEGY 4** The city's heritage is conserved.
- STRATEGY 5** Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.



THEME 3 CARING FOR OUR COMMUNITY

GOAL 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.

- STRATEGY 1** Inform, educate and celebrate with the community those elements of our history that have shaped our identity.
- STRATEGY 2** Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.
- STRATEGY 3** Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.
- STRATEGY 4** Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities.
- STRATEGY 5** Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.
- STRATEGY 6** Build on the success of council's community safety programs to address new and emerging issues.
- STRATEGY 7** Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.
- STRATEGY 8** Develop greater community resilience and readiness.



THEME 4 CARING FOR OUR ENVIRONMENT

GOAL 4: Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.

- STRATEGY 1** Secure and protect important areas of native habitat and vegetation.
- STRATEGY 2** Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.
- STRATEGY 3** Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.
- STRATEGY 4** Enhance urban greening.
- STRATEGY 5** Use resources efficiently and sustainably.
- STRATEGY 6** Improve environmental awareness, education and compliance.



THEME 5 LISTENING, LEADING AND FINANCIAL MANAGEMENT

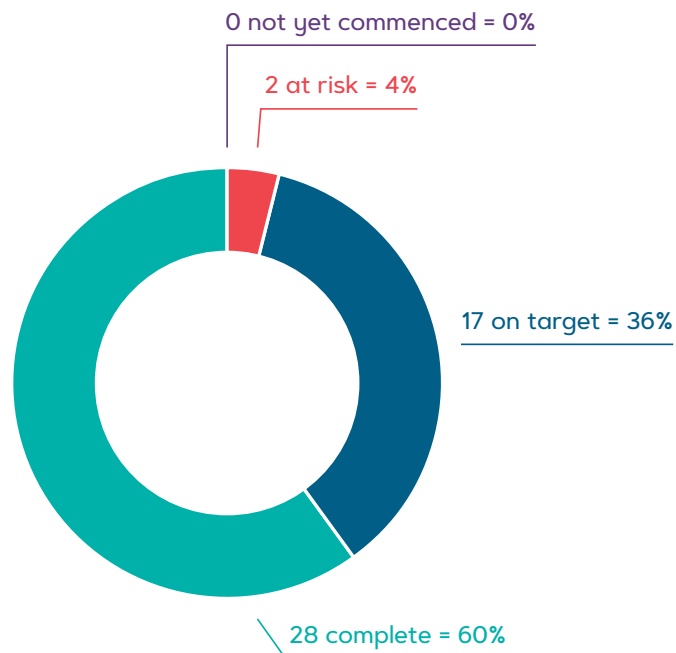
GOAL 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

- STRATEGY 1** The Mayor and councillors represent the Ipswich community and provide strong and visionary leadership.
- STRATEGY 2** Provide comprehensive and meaningful community engagement to inform council decision making.
- STRATEGY 3** Implement initiatives that strengthen governance skills and knowledge.
- STRATEGY 4** Maintain a financially sustainable and resilient approach to budgeting.
- STRATEGY 5** Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.
- STRATEGY 6** Maintain a consistent and efficient approach to laws and compliance activities across the city.

OPERATIONAL PLAN PROGRESS

| STATUS | | | No. | % |
|--------------------------|---|---|-----------|-------------|
| NOT YET COMMENCED | ⊗ | This deliverable has not yet begun, but is scheduled to begin later in the year and be completed within the FY. | 0 | 0% |
| AT RISK | ! | This deliverable is at risk of not achieving its targeted outcome. | 2 | 4% |
| ON TARGET | 🎯 | This deliverable is progressing and has been carried over to the 2020–2021 Operational Plan. | 17 | 36% |
| COMPLETE | ✓ | This deliverable has been completed and has achieved the targeted outcome. | 28 | 60% |
| TOTAL | | | 47 | 100% |

OPERATIONAL PLAN PROGRESS



THEME 1 STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

GOAL 1

Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment.



INITIATIVES AND ACHIEVEMENTS

Tourism Team Brings Home Two Effie Awards

Council's Destination Development team was awarded two Effie Awards for 2019. Launched by the New York American Marketing Association in 1968, the prestigious Effie Awards recognise marketing effectiveness and innovation. The team secured a silver in the Travel, Leisure and Media category and a silver in the Best Smaller State Campaign for the Humans Wanted campaign. The Humans Wanted campaign, which saw 57 locations (including parks, conservation estates and tourism-related businesses) added to Google Maps Street View project, makes Ipswich the most comprehensively mapped city in the Asia-Pacific region.



Small Business Concierge

The city's small and local businesses have been prioritised through a number of programs developed and implemented through council's Office of Economic Development over the past year.

Just like a hotel concierge helps guests identify and locate the right experiences for them, the city's Small Business Concierge program is a personalised service to best understand local business needs, gain feedback and advice on government programs. The Concierge Service also provides a local business matching service; identifying local suppliers for local buyers, and enabling local business growth through local business trade.

VISIT: [Office of Economic Development](#)



COVID-19 Support for Small Business

In March 2020 the Local Business and Investment Team refocused its resources to provide support in the wake of COVID-19 shutdowns and changes. The team developed, in partnership with both the Chambers of Commerce, a series of online workshops to help Ipswich small businesses navigate, survive and even thrive in the COVID-19 environment.

Nearly 400 local business people attended 28 online business resilience workshops on topics such as:

- managing your business during a crisis, with a local psychologist providing support
- managing small business cash flow needs during COVID-19
- navigating and accessing the various grants and support packages that were made available
- marketing your business during COVID-19.

VIEW: [COVID-19 Business Support](#)



Defence Industry

The defence industry and associated supply chain provides 10 per cent of employment in Ipswich. As such, the Office of Economic Development continues to implement The Defence Ipswich Strategy and Action Plan. Under that plan two projects are worth highlighting:

- In 2019 council hosted the inaugural Defence Ipswich 2019 Supply Chain Opportunities Symposium. Supported by Australian Industry and Defence Network Queensland Inc (QLD) the event brought together defence, government and industry participants to identify and develop growth opportunities for all stakeholder groups. More than 150 participants attended to hear about upcoming supply opportunities in defence and to participate in supply chain matching conversations. Local businesses supplying to defence, as well as local academic and vocational education providers applauded the event and appreciated the opportunity to strengthen networks within the defence sector.
- The City of Ipswich Defence Industry Development and Attraction Committee (CIDIDAC), a triple helix collaboration partnership model with representatives from three levels of government, industry and academia, was formed and formally convenes each quarter, to guide defence industry activities for the region.

VIEW: [Defence Ipswich Action Plan](#)



Innovation Capability Development

Council's Office of Economic Development facilitated the Advancing Regional Innovation Program (ARIP), which provided \$30,000 in co-funding to local small businesses; catalysing a total of \$60,000 for innovation investment in the local business ecosystem. Funding was used to assist recipient businesses to collaborate inter-regionally, leveraging local resources, support staff, and think-outside-of-the box to adapt in an innovative and digital way.

Funding was invested in:

- marketing capability
- staff training and capability building
- machinery upgrades to build capacity
- innovation and digitisation consultants
- software upgrades
- business-to-business collaboration.



Ipswich Visitor Economy

Tourism Research Australia figures show the city welcomed 2,011,000 visitors in the year ending September 2019 worth over \$280m to the local economy. This marks the 14th consecutive quarter of positive growth in visitor numbers for Ipswich and 28.3 per cent growth in total visitation figures year on year – placing Ipswich in the top two fastest growing regions in South East Queensland. Our region also led the way on international visitors in SEQ with 24.8 per cent growth, the fastest of any SEQ region.





VISIT: [Discover Ipswich](#)

OPERATIONAL PLAN 2019–2020 PERFORMANCE

THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

GOAL 1: Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment.

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|---|---|---|---|
| STRATEGY 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city. | | | |
| Promote a major investment pathway within council that supports investment attraction in key sectors. (9.2/1.1) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export. | Implement a prioritisation and advocacy framework for regionally significant projects. |  |
| | | Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan. |  |
| Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export. | Deliver an audit of key industries and businesses aligned to current and potential export markets. |  |
| STRATEGY 2: Provide a full spectrum of life-long learning opportunities, from early learning through to schooling, vocational training and tertiary education that aligns skills and education with emerging employment opportunities. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre. | | | |
| Maintain a strong council presence within the Ipswich CBD as the main administrative centre for the local government area. (9.2/3.1) | Planned relocation of complete Administrative Services and Hub Library to new development in Ipswich CBD by 2018–2019. | Work on the Ipswich City Council Administration building commenced and the development of Nicolas Street near completion. |  |



| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|---|---|--|--------|
| STRATEGY 4: Strengthen the local digital economy. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 6: Diversify the local economy. | | | |
| Support tourism opportunities based on heritage assets, events, motor and adventure sports, ecotourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export. | Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners. | |
| | | Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in Ipswich. | |
| Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export. | Deliver an advocacy and engagement plan focused on economic and workforce priorities. | |
| | | Deliver a suite of industry capability reports auditing the industry ecosystem to identify size, scale, capabilities and priorities. | |

KEY: NOT YET COMMENCED AT RISK ON TARGET COMPLETE

THEME 2 **MANAGING** **GROWTH AND** **DELIVERING KEY** **INFRASTRUCTURE**

GOAL 2

Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.





INITIATIVES AND ACHIEVEMENTS

Ipswich Central Redevelopment

The Ipswich Central Redevelopment is a once-in-a-generation reimagining of the Ipswich CBD. The project's goal is to redevelop the CBD precinct into a vibrant, mixed-use development which will incorporate the city's civic functions as well as retail, commercial, entertainment and public spaces. The Ipswich Central Redevelopment is a catalytic project for both the city and the wider region.

During the financial year, significant progress was made across the CBD precinct with the top of Nicholas Street reopening mid-year, construction works on the new council administration building, new library and civic space well advanced and renovation works on the existing car park nearing completion.

The results for the end of the financial year have seen the following major milestones achieved:

- **Administration Building** – significant progress on the construction of the building with most structural work now completed, on schedule for occupation from early in the 2021–2022 financial year. The building's 'topping out' ceremony (completion of the concrete structure) occurred on 24 July 2020. Hutchinson Builders continued their construction activities through the year largely unabated through the COVID-19 restrictions.

- **Library** – construction of the new CBD library is on track for opening in November 2020.
- **Civic Plaza** – significant progress with all pavilions and supporting structures erected, water play area completed and trees and other vegetation being planted with all works scheduled for completion in October 2020.
- **Car Park** – construction works nearing completion with cleaning and painting works to be finalised early in the new financial year.
- **Mall** – the refurbished Brisbane Street end of the mall reopened in December 2019.

Construction works on the major components of the redevelopment, the administration building, library, civic space and car park all remain on schedule. Deliverables for the 2020–2021 year are listed in council's Operational Plan 2020–2021.

Council established a new standing committee, the Ipswich Central Redevelopment Committee, which held its first meeting in June 2020. The committee's role is to ensure management of project risks and that council maintains an appropriate level of oversight of the project.



City of Ipswich Parking Pricing Strategy

The development of the City of Ipswich Parking Pricing Strategy (the Strategy) was a key action from iGO – The City of Ipswich Transport Plan.

The Strategy was drafted to provide guidance for decision-making on parking management within the City of Ipswich, including the management of time restrictions and priced parking restrictions within activity centres. The Strategy was also developed to investigate and provide recommendation on the alternative use of parking revenue. Feedback from the community was incorporated into the final strategy document.

The project outcomes included:

- endorsement of the Strategy, including seven recommendations
- approval to commence two, six-month parking trials in October 2020. These trials involve a 15 minute free parking 'grace' period for parking areas within the Ipswich City Centre, and the removal of Saturday timed and priced parking within the Ipswich City Centre
- approval for council officers to investigate the alternative use of the parking revenue for sustainable transport initiatives, commencing in the 2021–2022 financial year.



Opening of Springfield Central Sports Complex

The Ipswich community now has access to a brand-new sports precinct.

The Springfield Central Sports Complex was planned and built in accordance with council's Open Space and Recreation Strategy and Public Parks Strategy and was the result of many years of planning between the development sector and council.

The \$56 million, 22.5 ha sporting precinct, located on Sportstar Drive, Springfield Central, includes 16 netball courts, eight tennis courts, four multipurpose sporting fields, three club houses with canteens/amenities, two playgrounds and ample car parking.

Council will manage the facilities and has signed permit agreements with local sporting clubs such as Springfield United and Western Pride football clubs, Springfield Lakes and South West Wildcats netball clubs and Greater Springfield Sports (AFL and cricket). The tennis courts will be leased out to a successful operator through an open Expression of Interest process.

Development Planning Independent Decision Review Panel

A new policy titled Framework for Development Applications and Related Activities was adopted by council and came into effect on 1 July 2019, along with a new Development Planning Decision Making Procedure. The framework and procedure have been effective in ensuring high standards of integrity, accountability and transparency for development applications.

Supporting these new documents, an Independent Decision Review Panel was also introduced. The panel includes professionals with qualifications in areas such as urban planning and design, architecture, law, environmental science and engineering. The panel's recommendations go to council for consideration alongside those of council planning officers to assist with the decision-making process. The Independent Decision Review Panel is in effect and was convened for the first time in May 2020.



Brisbane Lions

The Brisbane Lions Centre and Training Facility at Springfield will be a key community asset providing local jobs and services to our city and will be a regional destination for football fans. The stadium and sports fields are being funded by council, Federal and State Governments, the Australian Football League, the Brisbane Lions and private funding sources. While funded by multiple areas it will be a council asset that is leased to the Brisbane Lions for an initial 50 years with an option to extend. The stadium will also provide some fantastic community uses for our city.

The site where the centre and training centre will be built was prepared so it is fit for construction to commence in 2020. The future works will be delivered by the Brisbane Lions with representation by council on the project steering committee.

The Brisbane Lions project will be an outstanding facility which provides social and economic benefits to the city. The presence of a national sporting club in Ipswich is a first and will help to promote Ipswich as a great place to live, work and play.



Ipswich Central to Springfield Central Public Transport Corridor

Council has identified the Ipswich Central to Springfield Central Public Transport Corridor (I2S Corridor) project as being a high priority Regionally Significant Project for the city. The I2S Corridor is a 25 km preserved public transport corridor that connects Ipswich Central to Springfield Central via Ipswich's key growth corridor through Ripley and Redbank Plains.

Prepared by council's Office of Economic Development, in June 2020 a Strategic Assessment for the I2S Corridor was finalised. A Strategic Assessment is the first stage in the Building Queensland Business Case Development Framework. The I2S Corridor Strategic Assessment was presented to council for noting in conjunction with an associated Infrastructure Australia (IA) stage one submission in July 2020.








The Strategic Assessment provides a compelling case and time imperative for the development of the I2S Corridor across transport, land use, and social outcomes. The report recommends four options to be taken forward to the Options Assessment Stage (the next stage in the business case process): heavy rail, light rail, trackless trams and bus rapid transit.

On 6 August 2020 the Strategic Assessment was submitted to the State and Federal Governments and next steps are now to commence advocacy for support and funding to progress this project to the Options Assessment Stage.

OPERATIONAL PLAN 2019–2020 PERFORMANCE

THEME 2 MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE

GOAL 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|--|--|---|---|
| STRATEGY 1: Develop a compact, sustainable, mixed-use urban form that supports community and economy development. | | | |
| Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2) | Social housing strategy that aligns to projected community needs. | Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the city provides. |  |
| Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes. (9.3/1.4) | Delivery of council owned social infrastructure aligned to the Social Infrastructure Plan. | Develop and oversee EOI process for the lease of the Augustine Heights community facility. |  |
| | | Develop a Community Infrastructure Strategy (including investment prioritisation framework). |  |
| | | Design and deliver a new library service at Rosewood. |  |
| | | Design and deliver a collection of library pods at strategic locations throughout the city. |  |
| | | Relocate Ipswich Central Library to the CBD with renewed service offering. |  |
| | | Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan. |  |



| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|--|---|---|--------|
| Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7) | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved. | Review and update the Cat Management Strategy for the City of Ipswich. | |
| | | Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp! | |
| | | Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department. | |

STRATEGY 2: Provide adequate land and infrastructure to support community development and economic activity.

No key actions identified for delivery in 2019–2020.

STRATEGY 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.

| | | | |
|---|--|--|--|
| Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable. (9.3/3.1) | Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved. | Work towards a 3–4 year plan, design, procurement and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters. | |
|---|--|--|--|

STRATEGY 4: The city’s heritage is conserved.

No key actions identified for delivery in 2019–2020.

STRATEGY 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

No key actions identified for delivery in 2019–2020.

THEME 3 CARING FOR OUR COMMUNITY

GOAL 3

Create a city that values its past and embraces opportunities to work together for the betterment of the community.





INITIATIVES AND ACHIEVEMENTS

Indigenous Accord 2020–2025

The Community Development Section delivered the Indigenous Accord 2020–2025, which was endorsed by council on 30 June 2020. The Indigenous Accord 2020–2025 is council's strategic framework for reconciliation and community governance with Aboriginal and Torres Strait Islander Peoples and their communities. It contains targeted and specific actions and sets the agenda for cooperation, collaboration and partnership between council and the Aboriginal and Torres Strait Islander communities.

The Indigenous Accord Working Group, which consists of council representatives and community elders, co-designed the document. The Working Group will now continue to meet regularly to discuss the development and implementation of the various actions.

VIEW: [The Indigenous Accord 2020–2025](#)



Virtual Festival of 4 Walls

In response to COVID-19 restrictions and the subsequent cancellation of events and festivals throughout the region, a virtual 'Festival of 4 Walls' was launched. The online initiative was designed to bring festival favourites into the home, by providing a platform and audience for local artists and events, promoting the city and maintaining the profile of local festivals in the wider SEQ market through council channels. The online festival content had high engagement:

- post reach **320,813**
- post engagement **41,870**
- video views **179,862**
- Ipswich Festivals page likes up **559**
- Ipswich Festivals page followers up **671**.

FESTIVAL OF
4
WALLS





Australia Day Awards 2019
Citizen of the Year Winner – Amy Hartness

Australia Day Awards 2020

The Ipswich City Council Australia Day Awards 2020 recognised outstanding achievers in our community and celebrates those individuals, groups and events who go above and beyond to better our community and benefit our city.

Nominations were sought from areas including charitable community service, education, environment, arts, entertainment, science, technology and business.

The Australia Day Award 2020 winners were:

- Spirit of Ipswich Award: Pat Stephens (Protect All Children Today volunteer)
- Cultural Award of the Year: Danielle Leedie Gray (artist and Kambu volunteer)
- Sport Award of the Year: Ashleigh Barty (World number one female tennis player)
- City-wide Event of the Year: Multicultural Tamil and Indian New Year Celebrations
- Community Event of the Year: Transition 2 Adulthood
- Young Citizen of the Year Award: Ripley Tuuta (Riverview Neighbourhood House)
- Senior Citizen of the Year Award: Stella Gibbs (Volunteer and English teacher)
- Citizen of the Year Award: Amy Hartness (Ipswich City State Emergency Service and Rural Fire Service volunteer)

VIEW: [Ipswich Australia Day Awards](#)

Karalee Library Pod

Ipswich Libraries rewrote the book with an innovative self-service Library Pod opened at Karalee Shopping Village on 4 October 2019. In an Australian first for a public library, the Pod allows members to use a mobile phone or library card to browse, borrow and return books.

The Library Pod was delivered in response to community trends and is a new direction for Ipswich Libraries and council as we continue to bring additional curated collections to more of the community.

The Library Pod offers a curated collection of multiple copies of the popular and trending books, in self-serve cabinets. It also has a large touch screen where customers can browse the library's e-books, e-magazines and downloadable audio collections to borrow immediately. The Pod is available for the return of books and for the collection of items reserved online. It has proven very popular with users and performed over 20,000 book transactions since its launch.





Ipswich Film Festival for Youth (IFFY)

The Ipswich Film Festival for Youth (IFFY) took place from Monday 15 July to Friday 20 September 2019. Youth aged from 7 to 25 years were invited to make a short film and submit it to be in the running for some great prizes. The festival provided for three age categories: 7–11 years, 12–17 years and 18–25 years. The theme for the competition was

‘FUTURE – What is Possible...’. The Ipswich Film Festival for Youth short film screening and award ceremony was hosted at The Circle, Robelle Domain on Saturday 19 October. Prizes were awarded for each age group category and included a major prize of a GoPro and minor prizes of gift cards, with a total prize value of \$3,600. A total of 20 films were submitted for consideration.

All of the film submissions can be viewed at [Vimeo.com/channels/iffy2019](https://vimeo.com/channels/iffy2019).

VIEW: [Ipswich Film Festival for Youth](https://vimeo.com/channels/iffy2019)

Riverview Community Centre

The Riverview Community Centre re-opened its doors to the public in mid-August 2019 after some much needed improvements were completed. Council’s carpenters, painters and electricians repainted walls, fixed plumbing and installed new lights and air-conditioning as part of the make-over. The centre provides a number of essential services with a particular focus on the children and youth services in the Riverview community area and is a much loved drop-in facility for a number of local residents and children.

First 5 Forever Literacy Program

Ipswich Libraries took the First 5 Forever early literacy program to the pool in February 2020 with Dive into Books, a partnership with the Kids Alive water safety program. Story time sessions were held at Bundamba Swim Centre, with video and online resources produced to be used by Laurie Lawrence’s Kids Alive – Do the Five program.

Ipswich City Council was awarded \$8,900 to deliver the Dive into Books program through a grant from the Queensland Government as part of the State’s commitment to deliver the First 5 Forever program, which is coordinated by the State Library of Queensland. There was a fantastic response from families at the first Story Time session with over 40 families involved including many who were new to Ipswich Libraries programs.

The program offers parents and carers a fun and free way to support their child’s early literacy development, and the videos and resources created during the project also provide tools for early educators to deliver those water safety messages to a wider audience.

The First 5 Forever program recognises the importance of literacy and language development in the first five years of a child’s life.





Christmas in Ipswich

The Christmas in Ipswich program for 2019 included events right across the Ipswich region from 15 November to 31 December. This program delivered a cumulative event attendance of 172,000, with 27,165 alone attending Christmas Wonderland in Nerima Gardens.

CHRISTMAS IN IPSWICH

Christmas WONDERLAND



CHRISTMAS LIGHTS Competition



FINDING SANTA



CHRISTMAS Carols



CHRISTMAS LIGHTS tour



2020

NEW YEAR'S EVE IN IPSWICH

PROGRAM CAMPAIGN OUTCOMES 2019

f ORGANIC POST

Reach **887,252**
Engagement **63,070**

f PAID POST

Reach **249,144**
Engagement **26,432**

@ ORGANIC POST

Reach **20,170**
Engagement **23,738**



Media Advertising
Value Equivalents

\$57,676



Finding Santa
App Downloads

1,532



Christmas Wonderland
Attendance

27,165



Finding Santa
Total Interactions

20,720

f PAID INFLUENCER

Reach **55,238**
Engagement **2,117**



PAID BLOGGER

Reach **33,319**
Impressions **39,615**



Website page views

162,556

*Results are taken from combined Ipswich City Council, Ipswich Festivals and Discover Ipswich channels

^Estimated overall cumulative attendance for Christmas in Ipswich events across the Ipswich region (15 Nov to 31 Dec 2019)









OPERATIONAL PLAN 2019–2020 PERFORMANCE

THEME 3 CARING FOR OUR COMMUNITY

GOAL 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|--|---|---|--------|
| STRATEGY 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity. | | | |
| Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1) | Celebration of the contribution of diverse communities. | Develop and implement a Public Art Governance Framework. | |
| Implement a regular program of community opinion surveys to track changes in the values that impact council's policy development and service delivery. (9.4/1.4) | Decision making informed by community needs. | Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting. | |
| | | Develop and deliver a community sentiment survey to measure trust and confidence. | |
| | | Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education. | |
| | | Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a forward program of work. | |

KEY: NOT YET COMMENCED AT RISK ON TARGET COMPLETE

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|---|--|---|---|
| STRATEGY 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation. | | | |
| Develop greater understanding of community needs through community engagement, research and analysis to inform program, service and facility planning and delivery. (9.4/2.1) | Greater connectedness between data/information and decision making. | Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to the State government for delivery of new schools. |  |
| Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2) | Community informed and engaged through planned communication. | Develop and implement a digital community engagement platform. |  |
| Increase the use of online and digital communications to deliver and promote services and information to the community. (9.4/2.5) | Prioritisation and broad integration of the Ipswich Smart City Program. | Develop and implement an enhanced digital platform to enable stronger engagement, communication, and information sharing and research capabilities. |  |
| STRATEGY 3: Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities. | | | |
| Facilitate capacity building through a comprehensive community development training program. (9.4/3.2) | Increased resilience through strength of community leadership. | Develop a community funding framework for the arts and cultural sector. |  |
| Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3) | Planning and design of three new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library. | Plan and design three new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library. |  |
| Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. (9.4/3.4) | Closer alignment to child friendly city principles. | Develop a policy framework to ensure that the city's design and service delivery meets the requirements of a child friendly city. |  |



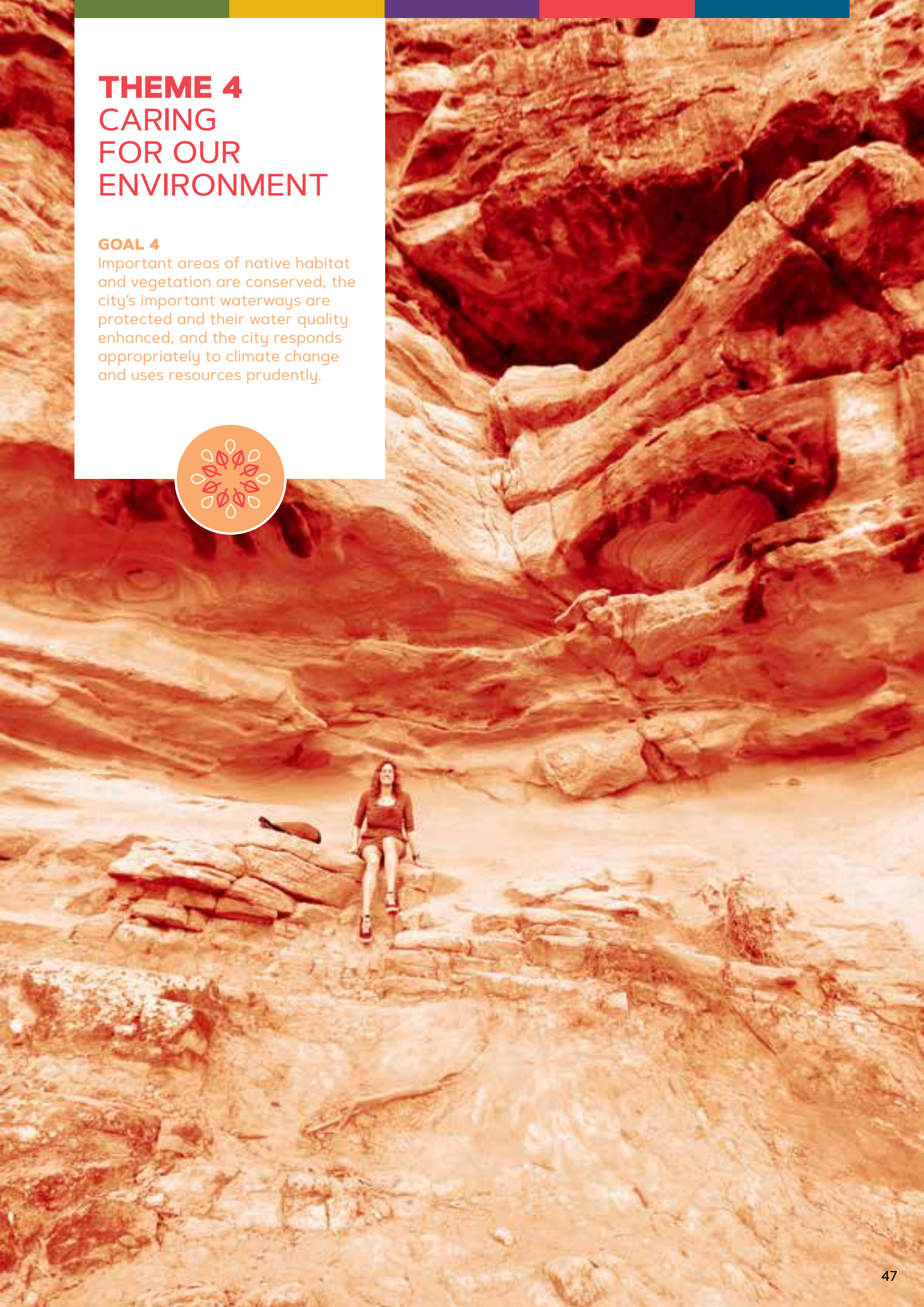
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|---|--|--|--------|
| STRATEGY 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being. | | | |
| Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2) | Increased engagement of community members in their own health outcomes. | Research community health outcomes to determine priority focus areas. | |
| | | Analyse data relating to mental health and well-being in the Ipswich region and develop an evidence-based program model. | |
| Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate Ipswich's cultural heritage and foster cultural development. (9.4/*) | Increased cultural tourism. | Develop a public performance framework to activate public events and spaces. | |
| STRATEGY 6: Build on the success of council's community safety programs to address new and emerging issues. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes. | | | |
| Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2) | Obtain 'in-principle' State and Federal Government support. | Develop and implement a program of work to deliver council's Arts and Cultural Strategy. | |
| | | Deliver output aligned to the Public Art Master Plan for the CBD. | |
| STRATEGY 8: Develop greater community resilience and readiness. | | | |
| Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1) | An approved and endorsed Local Disaster Management Plan is in place with an annual review process. | Deliver the annual review of the Local Disaster Management Plan. | |

KEY: NOT YET COMMENCED AT RISK ON TARGET COMPLETE

THEME 4 CARING FOR OUR ENVIRONMENT

GOAL 4

Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.





INITIATIVES AND ACHIEVEMENTS



Koala Conservation and Habitat Management Plan

The protection of native flora and fauna and their habitats are key environmental priorities for Ipswich. The Koala Conservation and Habitat Management Plan, adopted in January 2020, outlines actions focused on the protection and preservation of the koala population for future generations.

The plan aims to protect, enhance, manage and increase koala habitat across Ipswich as the species is under threat in Queensland. Koala habitat extends across most of Ipswich, giving koalas a significant local profile.

The plan focuses on four types of management areas:

- urban consolidation areas
- core habitat areas
- priority rehabilitation areas
- impact mitigation areas.

Council has a focused plan and will implement actions strategically to assist in protecting, managing and increasing the local koala population and koala habitat in Ipswich.

VIEW: [Koala Conservation and Habitat Management Plan](#)

No Dogs in Conservation Estates - Local Law Update

To improve the protection of wildlife in the city's conservation estates and nature reserves, dogs will be prohibited from being taken into several conservation areas under a new council local law. In particular, popular nature recreation sites Flinders-Goolman and White Rock - Spring Mountain conservation estates, Purga Nature Reserve and Kholo Gardens, will no longer be places people can take their dogs.

Information on the local law change was provided to the community through social media and on-site campaigns to explain why dogs are detrimental to wildlife in conservation estates and how wildlife can also be dangerous for dogs. The new local law came into effect on 1 November 2019. The reduction in the numbers of dogs in the estates is already significant which will immediately help protect wildlife.



The Local Government Illegal Dumping Partnerships Program

In 2020-2021, a \$200,000 grant from the Local Government Illegal Dumping Partnerships Program will fund additional on-ground officers to investigate and prevent illegally dumped waste entering Ipswich's environment. The primary goal of the program is to prevent or reduce illegal dumping in hotspot areas.

Initiatives to be undertaken through the grant funding include prevention and behavioural change activities, education, and surveillance. The program also funds the collection of comprehensive data for the identification of illegal dumping hotspot locations that will support future prevention or intervention activities and strategy development.

Bushcare Program Implementation

A new Bushcare program has been implemented to provide support to volunteer groups working to improve natural areas within the city.

The Bushcare program provides support to groups working at multiple locations across the city to improve bushland and waterways. Each group receives tailored support, including on-the-ground training, insurance cover, plants, tools and mulch.

The Bushcare program includes five groups:

- **Garden of Eden Group, North Ipswich** – volunteers have been working for three years to restore the riverbank at the north end of Cribb Park.
- **Peace Park Arboretum, Rosewood** – run by Native Plants Queensland, the group has been operating for 15 years and plans to set up a seedling nursery in 2020.
- **Mason's Gully, Rosewood** – run by West Moreton Landcare, this group has been active for 19 years to regenerate Mason's Gully and is looking for more volunteers.
- **Opossum Creek in Brookwater** – run by Springfield Lakes Nature Care, this new group is also seeking members. They will be working close to where Bundamba botanist Lloyd Bird finished working with his Bushcare group 20 years ago.
- **Fred Ferguson Park, Gailes** – run by Gailes Community House, this new Bushcare group is looking for more volunteers to help transform the large park for the community.

Over the past year the Bushcare program has:

- run over 50 working bees
- welcomed over 590 volunteers at tree planting events
- recorded 917 volunteer hours
- contributed an estimated \$38,000 value through volunteer participation.



White Rock – Spring Mountain Conservation Estate Master Plan

A new plan for White Rock – Spring Mountain Conservation Estate has been developed to ensure it remains a significant natural area within Ipswich, while also enhancing visitor experiences. The Master Plan delivers a vision for the protection and enhancement of the natural and cultural values and best practice visitor management within one of Ipswich's premier conservation estates.

The White Rock – Spring Mountain Conservation Estate Master Plan provides strategic direction for:

- the protection and management of the estate
- identification, protection and awareness raising of culturally significant sites
- providing sustainable nature-based recreation infrastructure and opportunities
- conservation of the geological, scenic and landscape features of the estate.

Some specific outcomes of the new plan include:

- amenity upgrade to Paperbark Flats day use area, installation of boardwalks and stairs, upgrade to existing tracks, and planning, design and installation of new tracks
- educating visitors on protecting the natural and cultural values of the estate while enjoying the nature-based recreation available
- undertaking flora and fauna surveys as well as monitoring programs to measure existing conditions and trends to compare changes in the ecological health of the estate.



Sustainable Ipswich Community Engagement

In late 2019, an engagement program was run to seek community feedback to shape council’s Sustainability Policy and Sustainability Strategy, and to provide guidance towards a more sustainable council and city. Over 200 participants across the city provided their feedback on sustainability in Ipswich through Shape Your Ipswich, at key shopping centres and community centres. This feedback will be used to draft council’s Sustainability Policy which will guide future sustainability programs.

Information provided on how people live sustainably now and how they want to in the future has already been used to implement a community education campaign and run workshops on sustainable living. These actions will contribute to more residents living a sustainable lifestyle for future generations.

VIEW: [Sustainability Strategy](#)



Inaugural Ipswich Eco-hunt

The inaugural Ipswich Eco-hunt was a fun and free mobile application activity to increase the awareness and visitation of Ipswich’s natural areas. Held in September 2019 as part of National Biodiversity Month, the Eco-hunt had people of all ages exploring various species of flora and fauna on their mission to map the life of White Rock - Spring Mountain Conservation Estate. Multiple species were uploaded in the game for challengers to identify and learn about. This was a new event enabling the community to utilise technology while experiencing the natural wonders of Ipswich. The hunt identified 131 plant and animal species, two of which had never before been recorded in our region.

School holiday adventure!



Landholder Partnership Review

The landholder partnership program encourages and assists Ipswich’s landholders to manage, enhance and protect ecosystems in order to conserve native flora and fauna on their properties and contribute to city-wide conservation outcomes.

A review of the program was undertaken across 2019–2020 to ensure landholder partnerships remain effective, efficient and contribute to environmental outcomes. With implementation to commence in 2020–2021, the new program will improve environmental outcomes through the partnerships by protecting, maintaining and enhancing biodiversity values across the city. Benefits include:








- strategic locations to enable conservation corridors
- fostering stewardship and environmental advocacy
- supporting and up-skilling landholders through education and provision of resources.

VIEW: [Landholder Partnerships](#)

OPERATIONAL PLAN 2019–2020 PERFORMANCE

THEME 4 CARING FOR OUR ENVIRONMENT

GOAL 4: Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|---|---|--|---|
| STRATEGY 1: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies. | | | |
| Provide strategic delivery of environmental offsets across the city. (9.5/2.2) | Delivery of the iconic species programs (koala, brush-tailed rock wallaby, platypus, melaleuca irbyana and cooneana olive). | Implement the koala, brush-tailed rock wallaby and platypus recovery plans in accordance with the 2019–2020 actions. |  |
| STRATEGY 2: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes. | | | |
| Ensure effective catchment and floodplain management. (9.5/3.4) | Develop and implement the Floodplain Management Strategy. | Develop Ipswich Rivers Strategic Floodplain Management Plan. |  |
| | Maintain up-to-date flood studies. | Undertake new catchment and flood study reports. |  |
| | Delivery of catchment corridor plans. | Implementation of the Ironpot Creek catchment corridor plan. |  |
| STRATEGY 3: Enhance urban greening. | | | |
| Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2) | Review current maintenance program, including street trees and footpath gardens. | Completion of the review of maintenance program. |  |
| | | Develop open space capital program for council's consideration. |  |
| STRATEGY 4: Use resources efficiently and sustainably. | | | |
| Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3) | Delivery of stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens. | Delivery of the stormwater improvement project as identified in the 2019–2020 capital and operational budgets. |  |
| STRATEGY 5: Improve environmental awareness, education and compliance. | | | |
| No key actions identified for delivery in 2019–2020. | | | |

KEY:

NOT YET COMMENCED 

AT RISK 

ON TARGET 

COMPLETE 

THEME 5 LISTENING, LEADING AND FINANCIAL MANAGEMENT

GOAL 5

Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.



INITIATIVES AND ACHIEVEMENTS

New Electoral Boundaries and Divisional Profiles

In March 2019, Ipswich City Council encouraged residents to help shape their future council by sharing their views on the most appropriate divisional boundary model for the city via a survey. The action and outcomes from this were then completed in the 2019-2020 financial year.

Following analysis of the survey data and preference results from 1,049 respondents, as well as a review of 450 written comments provided during the consultation process, a report was sent from the Interim Administrator to the State Government. This report recommended the community's preference for a divided council with two to three councillors per division (for four to six divisions) and to be effective for the local government elections in March 2020 and beyond.

Reflecting the report's recommendations, on 18 October 2019 the Local Government Change Commission published its final determination, confirming that a mayor and eight councillors would represent Ipswich City Council across four new divisions.

The final boundaries meet the enrolment requirements of the Act, unite suburbs within individual divisions where practicable, and balance the number of representatives responsible for rural and urban areas as evenly as possible in keeping with community sentiment.



Following the Change Commission's determination, council developed four new divisional profile reports largely based on ABS 2016 Census data. The Divisional Profiles provide a 'point-in-time' snapshot on a range of Census topics relating to the residents who live in each division such as population, gender, household structure, country of birth, languages spoken at home, need for assistance, religion, education, employment, industry, journey to work, income, and car ownership to name just a few.

These profiles were made available as part of the prospective candidate's packs, with a new council elected in March 2020. The divisional profile reports, along with the boundary review reports are available on council's website.

VIEW: [Divisional Profile Reports](#)

Ipswich Grant Finder



Ipswich Grant Finder

Council has funded a three year pilot subscription to GrantGuru, the most comprehensive grants database in Australia. GrantGuru provides the tools to easily enable council staff, local businesses and community organisations to investigate all available grants from all levels of government and the private sector.

Access to Ipswich Grants Finder was fast-tracked in March 2020, from an original launch schedule of July 2020, to allow local businesses to easily access grant information as part of a business support program responding to COVID-19.

VIEW: The Ipswich Grants Finder site at ipswich.grantguru.com.au

Finding grants made easy!



Transparency and Integrity Hub - Open Ipswich

Open Ipswich is the start of a new era of transparency and accountability for council, to restore trust with the people of Ipswich by giving the community the tools to understand how their money is spent. Open Ipswich will see council lead local government best practice across Australia, opening the books on council's finances and sending a clear message that council operates with transparency and integrity.

The data published as part of the Open Ipswich platform includes detailed financial records from council, and its controlled entities, councillor expenses and procurement data of contracts of \$200,000 and more for the past five years. Council branches worked collaboratively and with external providers to deliver the Transparency and Integrity Hub Open Ipswich. This was a significant undertaking with a quality outcome given the complexity.

In the months ahead council will continue to release more data and the hub will allow for reporting against council's budget. With Open Ipswich, council will lead the way to a brighter future with open and honest government using technology to build trust and deliver real outcomes for the community.

VIEW: [City of Ipswich Transparency and Integrity Hub](#)

Capital Works Delivery

Council has developed a city-wide three year capital works program that is refined each financial year. The document details the capital works programs for the following areas:

- transport and traffic
- flood mitigation and drainage
- parks, sport and environment
- local amenity
- corporate facilities
- asset rehabilitation
- fleet
- waste
- corporate projects.

The three year capital works program has been developed for the 2020-2021 Budget and Long-Term Financial Forecast. Subject to council approval, the included projects will be reviewed and amended taking into consideration emerging priorities, scheduling and deliverability as well as any potential ongoing impact of COVID-19.

Annual project budgets included in the three year capital works program do not necessarily indicate completion timeframes nor total proposed budgets.

An interactive map of the program is available on council's website.

VIEW: [Three Year Capital Works Program](#)

VIEW: [Three Year Capital Works Program interactive map](#)



Review of Local Laws

A review of local laws was undertaken in 2019-2020 to identify areas of improvement or gaps in all local laws (including subordinate local laws) and to ensure currency and appropriateness. Consultation included the State Government, council officers and key internal stakeholders to determine the changes required. Following this, public consultation on all newly drafted local laws was completed before council adopted the new local laws.

VIEW: [Local laws](#)

Business Continuity Management

New governing documentation for effective business continuity within council has been established. This suite of documentation provides controls to enable critical business processes to be recovered within agreed timeframes to ensure council's service delivery and operating obligations are maintained in the event of a business disruption such as crisis, emergencies and natural disaster.

Enterprise Risk Management and Fraud Corruption and Control

Risk management and fraud and corruption controls have been in focus through the development of a program that fully supports risk management as part of council's corporate governance processes. New committees and governance documentation have been established to oversee effective identification and management of council's corporate and operational risks, to eliminate or mitigate exposure to any event or set of occurrences that may cause adverse effects and to identify and eliminate real or perceived fraud and corruption.

Complaints Framework

A Complaints Management Unit has been established as the central intake point for complaint matters coming into council, including Penalty Infringement Reviews. The new unit supports a transparent and accountable complaints management process for each category of complaint. To assist the work of the new unit, council's website and online complaints form has been updated and training provided to customer facing council officers and the Executive Leadership Team around relating to good decision making, complaints management, and rights and responsibilities of staff under the *Public Interest Disclosure Act*. The framework has improved trust and confidence of staff and customers in council management of complaints and has allowed for a consistent and better practice approach to formal complaints management.

Review of Delegations

To facilitate the accountability and transparency of decision making in council, a review of every delegation and its associated conditions was undertaken. This review provides council with better governance and oversight on the powers it has delegated to the CEO and further the powers that the CEO delegates to council officers. Council have delegated all powers from legislation it has jurisdiction under, and more governance oversight has been adopted when delegation instruments are to be changed.

The review established:

- requirements that must be adhered to by every delegate when exercising delegations, covering a range of matters such as recording the exercise of power, conflicts of interest, competency, financial authorisation etc
- the requirement for an annual review of delegations to confirm delegates understand their delegations, and to request additions or removal of powers as appropriate/required
- a readily accessible internal database of delegations and associated resources to assist council officers.

The review of delegations ensures that council has:

- compliance with legislation
- improved alignment of delegations to positions/officers, ensuring that certain powers are delegated only to positions/officers who have the appropriate skills and competencies to exercise such power
- integrity assurance through better monitoring and reporting of delegation management to prevent inappropriate delegations and the misuse of delegated power.

Council's delegation register is available to view online.

VIEW: [Ipswich City Council Delegations Register](#)



Human Rights Act Project

The Human Rights Act Project (the Project) was initiated in response to the commencement of the *Human Rights Act 2019 (HRA)* on 1 January 2020. The Project sought to align council's processes, procedures, acts and decision-making with the objects and requirements of the HRA.

A number of actions were taken including:

- adopting a Human Rights Complaints Procedure in relation to human rights complaints
- establishing an internal human rights working group (with representatives from each department) charged with aligning council's processes, procedures and decision-making with the objects and requirements of the Act
- commencing a rolling process for the nomination of staff members as 'human rights champions' within each council department
- adoption of a Human Rights Policy
- providing staff with human rights training
- creation of an intranet page for staff with information and resources regarding human rights
- display of human rights posters in council workplaces
- inclusion of human rights as a measure in internal reporting

- creation of a human rights web page on council's [website](#)
- creation of a fact sheet for suppliers and council grant recipients regarding obligations under the *Human Rights Act 2019*.

The COVID-19 pandemic made it impractical to deliver human rights training to field staff while there were severe restrictions on gatherings. Normally, training for field staff would be delivered to a group as a 'toolbox talk' at various council workplaces.

The Human Rights Project has placed council in a strong position through:

- (a) focusing on the development of a human rights culture within council that respects and promotes human rights
- (b) putting processes in place to assist conduct of its operations in accordance with the requirements of the HRA.





Council provides better outcomes for the city when it acts and makes decisions in a way that is compatible with human rights. By limiting human rights only after careful consideration and in a way that can be justified in free and democratic society (based on human dignity, equality, freedom the rule of law) council is actively demonstrating its respect of the inherent worth and dignity of all the people of Ipswich.

VIEW: [Human Rights Act 2019](#)

OPERATIONAL PLAN 2019–2020 PERFORMANCE

THEME 5 LISTENING, LEADING AND FINANCIAL MANAGEMENT

GOAL 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019–2020 | STATUS |
|--|---|--|---|
| STRATEGY 1: The Mayor and Councillors represent the Ipswich community and provide strong visionary leadership. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 2: Provide comprehensive and meaningful community engagement to inform council decision making. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 3: Implement initiatives that strengthen governance skills and knowledge. | | | |
| Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/3.1) | Council continues to provide training, development and resources to councillors and staff to enable and support, effective, informed, timely and impartial decision making. | Develop and implement an effective development program for council leaders to improve alignment with Line of Sight principles and improve support in embracing cultural changes. |  |
| | | Develop a HR Strategy and business plan that aligns with organisational strategies and goals. |  |
| | | Implement employee awareness sessions through the Line of Sight program. |  |
| STRATEGY 4: Maintain a financially sustainable and resilient approach to budgeting. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance. | | | |
| No key actions identified for delivery in 2019–2020. | | | |
| STRATEGY 6: Maintain a consistent and efficient approach to laws and compliance activities across the city. | | | |
| Council has local laws that are contemporary, sustainable and efficient for the good governance of the local government area. (9.6/6.3) | The local laws provide clear and consistent outcomes for council and the community in resolving compliance matters and are reviewed regularly. | Undertake a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019. |  |

KEY:

NOT YET COMMENCED 

AT RISK 

ON TARGET 

COMPLETE 

GOVERNANCE

ELECTED

REPRESENTATIVES



COUNCILLOR CONDUCT DISCLOSURES

Section 186 of the *Local Government Regulation 2012* states that a local government must include particulars of complaints associated with councillor conduct as detailed below:

| REQUIREMENT | REFERENCE | Y/N |
|--|---|--|
| In relation to councillors, the annual report must contain: | | |
| <ul style="list-style-type: none"> ▪ the total number of the following during the financial year <ul style="list-style-type: none"> – orders made under section 150I(2) of the LGA – orders made under section 150AH(1) of the LGA – decisions, orders and recommendations made under section 150AR(1) of the LGA ▪ each of the following during the financial year <ul style="list-style-type: none"> – the name of each councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150 AR(1) of the LGA was made – a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; – a summary of the decision, order or recommendation made for each councillor; | LGR s186 | 0 0 0 NIL N/A N/A |
| For councillors, the annual report must also contain the number of each of the following during the financial year | | |
| <ul style="list-style-type: none"> ▪ complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government ▪ matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission ▪ notices given under section 150R(2) of the LGA ▪ notices given under section 150S(2)(a) of the LGA ▪ decisions made under section 150W(1)(a), (b) and (d) of the LGA (1 July 2019 to 31 August 2019); ▪ decisions made under section 150W(1)(a), (b) and (e) of the LGA(1 September 2019 to 30 June 2020); ▪ referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the LGA ▪ occasions information was given under section 150AF(4)(a) of the LGA ▪ occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected inappropriate conduct of a councillor ▪ applications heard by the conduct tribunal <ul style="list-style-type: none"> – about the alleged misconduct of a councillor (1 July 2019 to 31 August 2019), and – under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct (1 September 2019 to 30 June 2020) | LGR s186 (1) (f)(i) –(iv) LGR s186 (1)(f) (v) and s353 LGR s186 (1) (f)(vi)–(vii) LGR s186(1)(f) (ix) and s353 | 1 1 0 0 0 12 1 0 0 0 0 |

COUNCILLOR EXPENSES

Section 186 of the *Local Government Regulation 2012* states that a local government's annual report must include the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy.

During the 2019–2020 financial year, councillors were provided with facilities and equipment, and reimbursed for costs incurred for legitimate business expenses as well as the costs of representing the city in their elected role.

Any equipment, facilities or reimbursements were provided in accordance with the [Councillor Expenses Reimbursement and Administrative Support Policy](#).

| COUNCILLOR | EXPENSES AND REIMBURSEMENTS | VEHICLE ALLOWANCE | TOTAL (\$) |
|-------------------------|-----------------------------|-------------------|-------------------|
| Teresa Harding | \$1,739.02 | \$4,326.90 | \$6,065.92 |
| Sheila Ireland | \$582.93 | \$3,750.00 | \$4,332.93 |
| Jacob Madsen | \$533.46 | \$3,750.00 | \$4,283.46 |
| Nicole Jonic | \$610.97 | \$3,750.00 | \$4,360.97 |
| Paul Tully | \$465.49 | \$3,750.00 | \$4,215.49 |
| Marnie Doyle | \$681.07 | \$3,750.00 | \$4,431.07 |
| Andrew Fechner | \$533.50 | \$3,750.00 | \$4,283.50 |
| Kate Kunzelmann | \$567.61 | \$3,750.00 | \$4,317.61 |
| Russell Milligan | \$465.81 | \$3,750.00 | \$4,215.81 |

Consistent with the figures presented for councillor remuneration and superannuation contributions, the above vehicle allowances are for the period from 14 April 2020 to 22 June 2020, being for a partial financial year.

Additional costs of \$32,292.48 that are not directly attributed to an individual were also incurred during this period. This cost was primarily incurred as part of the councillor induction and on boarding activities.

Prior to the Quadrennial Local Government Elections held in March 2020, Ipswich City Council was in Administration*. The cost for the Interim Administrator and the Interim Management Committee for this period was \$986,454.69.

*On 22 August 2018 the Parliament of Queensland passed the *Local Government (Dissolution of Ipswich City Council) Act 2018* dismissing the mayor and 10 councillors of Ipswich City Council.

Council considers that some facilities are necessary for councillors to undertake their role as a local government councillor. Those provided by council include:

- office accommodation at Ipswich City Council administration building
- access to other council owned facilities for meetings
- administrative support
- reasonable call and data costs associated with council smart phones.

VIEW: [Councillor Expenses Reimbursement and Administrative Support Policy](#)

Transactional details of Councillor Expenses can be viewed in the appendix.

COUNCILLOR REMUNERATION

Councillor remuneration was paid in accordance with the amounts set by the Local Government Remuneration Commission, an independent body responsible for regularly reviewing and determining the remuneration payable to councillors.

Council's superannuation contribution on behalf of all councillors was a mixture of 9.50 per cent and 12 per cent of their remuneration. Presented remuneration for all elected members is for the period from 14 April 2020 to 22 June 2020, being for a partial financial year.

In accordance with section 186 of the *Local Government Regulation 2012*, the following table details the total remuneration and superannuation for each councillor during the 2019–2020 financial year:

| COUNCILLOR | DIVISION | PERIOD | REMUNERATION | SUPERANNUATION CONTRIBUTION | TOTAL REMUNERATION |
|-------------------------|---------------------------|--------------|--------------|-----------------------------|--------------------|
| Teresa Harding | Mayor | Partial Year | \$39,237.70 | \$3,727.60 | \$42,965.30 |
| Sheila Ireland | Division 1 | Partial Year | \$23,542.50 | \$2,825.10 | \$26,367.60 |
| Jacob Madsen | Division 1 | Partial Year | \$23,542.50 | \$2,236.50 | \$25,779.00 |
| Nicole Jonic | Division 2 | Partial Year | \$23,542.50 | \$2,825.10 | \$26,367.60 |
| Paul Tully | Division 2 | Partial Year | \$23,542.50 | \$2,825.10 | \$26,367.60 |
| Marnie Doyle | Division 3 / Deputy Mayor | Partial Year | \$26,116.64 | \$3,133.99 | \$29,250.63 |
| Andrew Fechner | Division 3 | Partial Year | \$23,542.50 | \$2,236.50 | \$25,779.00 |
| Kate Kunzelmann | Division 4 | Partial Year | \$23,542.50 | \$2,236.50 | \$25,779.00 |
| Russell Milligan | Division 4 | Partial Year | \$23,542.50 | \$2,825.10 | \$26,367.60 |

Transactional details of Councillor Remuneration can be viewed in the appendix.

COMMITTEE STRUCTURE AND MEMBERSHIP (AS AT 30 JUNE 2020)

IPSWICH CENTRAL REDEVELOPMENT COMMITTEE

(formed by council on 26 May 2020 meeting)

(first meeting 23 June 2020)

MEMBERSHIP

Deputy Mayor Marnie Doyle (Chairperson); Councillors Mayor Teresa Harding, Nicole Jonic, Kate Kunzelmann and Russell Milligan

GENERAL PURPOSES COMMITTEE

(formed by council at post-election meeting)

(first meeting 19 May 2020)

MEMBERSHIP

All councillors

Chairperson rotated between councillors on a monthly basis commencing with the Mayor and then following in divisional order.

19 May 2020 (Mayor – Chair)

23 June 2020 (Cr Madsen – Chair)

COUNCILLOR MEETING ATTENDANCE

Section 186 of the *Local Government Regulation 2012* requires a local government's annual report contain details on the number of local government meetings that each councillor attended during the financial year.

| COMMITTEE ACRONYM AND NAME | |
|----------------------------|---|
| ED | Economic Development Committee |
| G&I | Growth and Infrastructure Committee |
| COMM | Communities Committee |
| ENVIRO | Environment Committee |
| GOV | Governance Committee |
| A&RM | Audit and Risk Management Committee** |
| GPC | General Purposes Committee |
| ICR | Ipswich Central Redevelopment Committee** |
| COUNCIL | Ordinary Council Meeting |
| SPECIAL | Special Council Meeting |

| COMMITTEE AND COUNCIL MEETINGS | | | | | | | | | |
|--------------------------------|----|-----|------|--------|-----|------|---------|---------|-----------|
| 1 July 2019 – 28 March 2020 | ED | G&I | COMM | ENVIRO | GOV | A&RM | COUNCIL | SPECIAL | TOTAL |
| Number of Meetings Held | 8 | 8 | 8 | 8 | 8 | 5 | 9 | 1 | 55 |
| Greg Chemello* | 6 | 6 | 6 | 6 | 6 | 3 | 7 | 1 | 43 |
| Jan Taylor | 6 | 6 | 6 | 6 | 6 | 0 | 6 | 0 | 42 |
| Rob Jones | 6 | 6 | 6 | 6 | 6 | 4 | 6 | 0 | 42 |
| Simone Webb | 6 | 6 | 6 | 6 | 6 | 0 | 5 | 0 | 41 |
| Stan Gallo | 6 | 6 | 6 | 6 | 6 | 2 | 5 | 0 | 41 |
| Steve Greenwood* | 7 | 7 | 7 | 7 | 7 | 1 | 9 | 0 | 51 |

*From 1 January 2020 the Interim Management Committee were no longer participating in council meetings.

*From 13 January 2020 Steve Greenwood was appointed Interim Administrator following the departure of Greg Chemello.

| COMMITTEE AND COUNCIL MEETINGS | | | | | | |
|------------------------------------|-----|-----|------|---------|---------|----------|
| 28 March – 30 June 2020 | GPC | ICR | A&RM | COUNCIL | SPECIAL | TOTAL |
| Number of Meetings Held | 2 | 1 | 1 | 2 | 3 | 9 |
| Teresa Harding (Mayor) | 2 | 1 | | 2 | 3 | 8 |
| Sheila Ireland | 2 | | | 2 | 3 | 7 |
| Jacob Madsen | 2 | | | 2 | 3 | 7 |
| Nicole Jonic | 2 | 1 | 1 | 2 | 3 | 9 |
| Paul Tully | 2 | | | 2 | 3 | 7 |
| Marnie Doyle (Deputy Mayor) | 2 | 1 | 1 | 2 | 3 | 9 |
| Andrew Fechner | 2 | | | 2 | 3 | 7 |
| Kate Kunzelmann | 2 | 1 | | 2 | 3 | 8 |
| Russell Milligan | 2 | 1 | | 2 | 3 | 8 |

■ Indicates Committee membership

All councillors are required to attend Ordinary and Special meetings. Councillors are not required to attend committees they are not a member of.



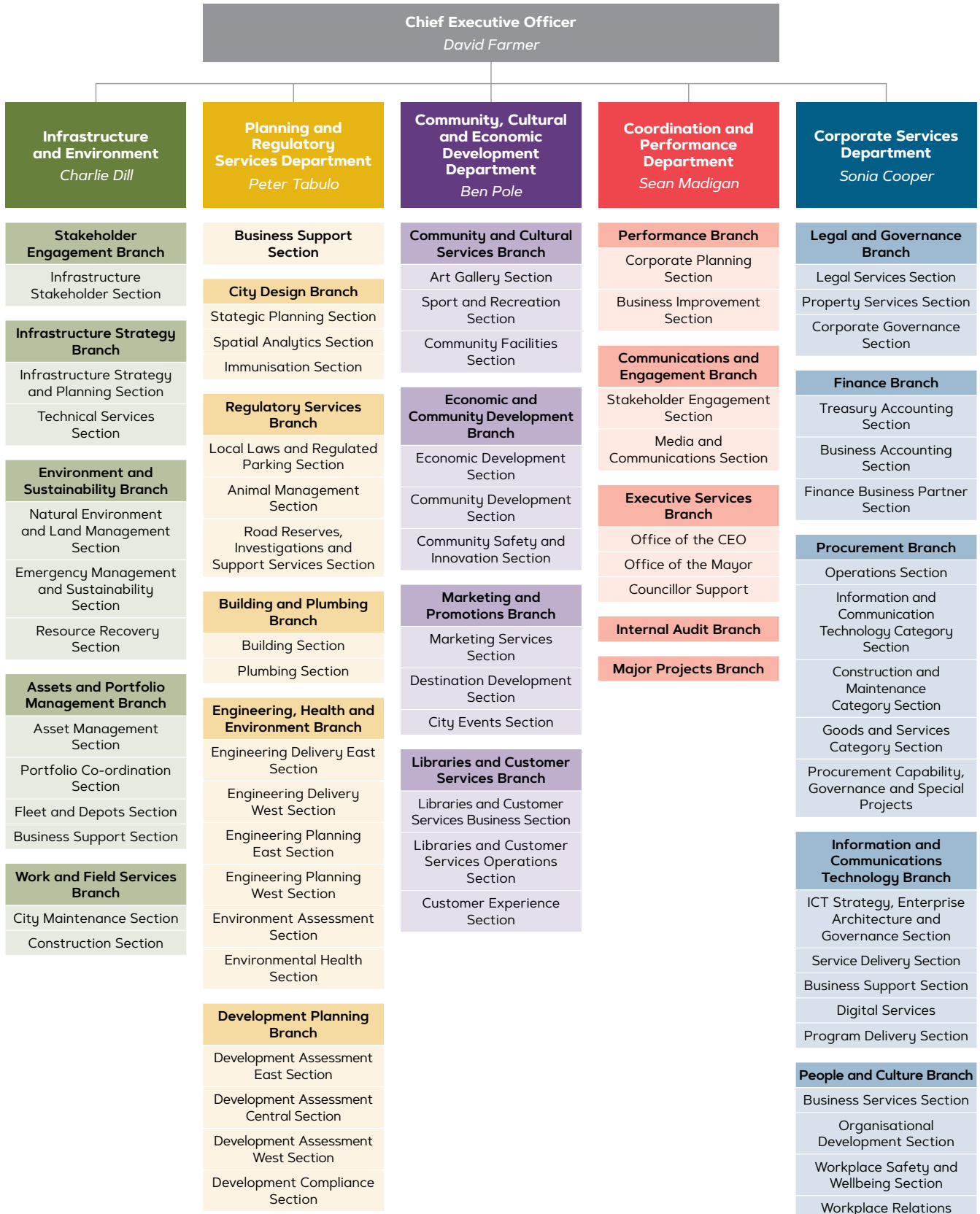
GOVERNANCE ORGANISATIONAL



OUR STRUCTURE

Council's Executive Leadership Team (ELT) is made up of the Chief Executive Officer (CEO) and five General Managers. The ELT is responsible for overseeing the performance of the organisation and for delivery of the outcomes expected by council (as expressed in Advance Ipswich, the Corporate Plan 2017–2022 and Operational Plan). The ELT meets weekly and on other occasions as required.

2019–2020 Structure as at 30 June 2020



OUR WORKFORCE

Council employs almost 1,200 dedicated administrative, technical, operational and professional employees delivering a diverse range of services on behalf of the City of Ipswich.

The following infographic is a summary of the council workforce as at 30 June 2020:

TOTAL FTE
AS AT 30 JUNE 2020
1,187

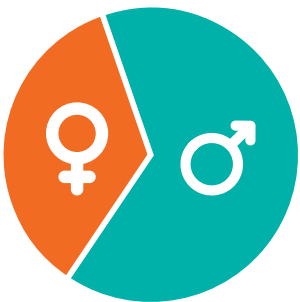


STAFF GENDER COMPARISON

Female **43.68%** Male **56.16%** Other **0.16%**



Women in Senior Leadership
35.30%

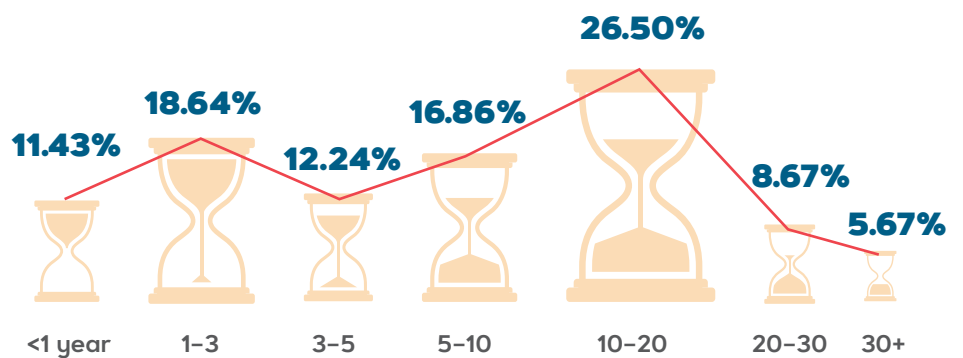


STAFF AGE PROFILES

15-24 **4.86%**
25-34 **17.10%**
35-44 **26.42%**
45-54 **28.69%**
55-64 **20.18%**
65+ **2.76%**



YEARS OF SERVICE

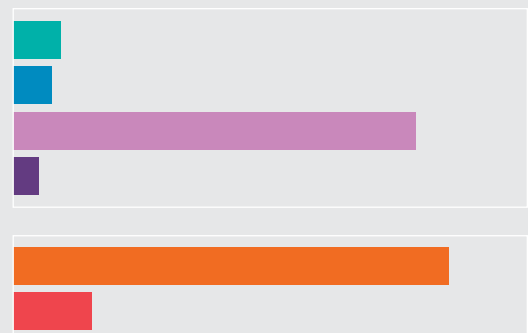


EMPLOYEE TYPES

8.0%

employee-initiated separation rate 2019-2020 (incl. age retirements)

| | |
|------------|---------------|
| Casual | 9.22% |
| Fixed Term | 7.51% |
| Permanent | 78.31% |
| Other | 4.96% |
| Full-time | 84.76% |
| Part-time | 15.24% |



People and culture

As a major outcome of Transformation Project #2 (People and Performance), a Performance and Culture Strategic Plan 2019–2021 (Plan) was developed. In line with the Plan, an Organisational Development Strategy was endorsed, and a new highly skilled team formed to enable success of the program of work. The focus areas demonstrate our commitment to enabling and developing a high performing workforce that contributes to our organisational success. The success of our programs will come from understanding our workforce and aligning performance, development and engagement activities with strategic and operational priorities. Success will also come from building leader capability and supporting them to have effective interactions with people and teams.

In 2019–2020 the following initiatives were delivered to support our organisational priorities and set the foundation for further activity in 2020–2021:

- a range of team effectiveness solutions to support team cohesion and development
- pulse surveys to measure employee sentiment and organisational effectiveness, with a range of actions underway
- leadership charter was released to outline the expected behaviours for all staff aligned to our organisational values
- change management methodology and resources were developed to support project management and change leadership
- a Lunch-n-Learn series was introduced during COVID-19 to support leader development and due to the success of these sessions, they have continued.

Diversity and inclusion

Council is committed to building an inclusive workplace which attracts and values people from various backgrounds and abilities.

AS AT 30 JUNE 2020, COUNCIL EMPLOYED THE FOLLOWING DIVERSITY GROUP PROFILE

| | |
|---|-----------------|
| Aboriginal and/or Torres Strait Islanders | 2.9% |
| People with Disability | 0.7% |
| People born outside of Australia | 9.5% |
| Gender | 44% (F) 56% (M) |
| Women in Senior Leadership | 35.3% |

Council's commitment to a safe and healthy workplace

Council has implemented a Safety Competency Framework which identifies behaviours critical to building a safety culture. The framework is contained within a set of 19 standards and has been developed to provide a system for managing health and safety risks and opportunities. The aim and intended outcomes of the framework are to prevent work related injuries and ill health to workers and to provide safe and healthy workplaces. This framework is aligned to a new Australian and International standard (45001) and Ipswich City Council is the first council in Queensland to adopt this standard.

SENIOR MANAGEMENT REMUNERATION

Section 201 of the *Local Government Act 2009* requires that a local government's annual report state the total remuneration packages payable to the senior management of the local government and the number of employees in senior management who are being paid in each band of remuneration.

Council's ELT, which consists of the Chief Executive Officer and five departmental General Managers, provide oversight of the strategic, tactical and operational planning and activities of the local government. The ELT members are engaged on fixed term contracts.

During the 2019–2020 year, the following senior management contract packages were paid:

- five senior contract employees with a total remuneration package in the range of \$250,000–\$350,000
- one senior contract employee with a total remuneration package in the range of \$450,000–\$550,000.

The total of the remuneration packages payable to council's senior management as at 30 June 2020 equated to \$2,088,076.

OVERSEAS TRAVEL

Section 188 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on overseas travel by councillors or local government employees in the financial year including their name and position, details of the destination, purpose and cost.

During the 2019–2020 financial year no overseas travel was undertaken by councillors or the Interim Administrator. The following overseas travel was undertaken by local government employees:

| EMPLOYEE | DATE | DESTINATION | PURPOSE | TOTAL (\$) |
|--|--------------------------------|------------------|---|------------|
| Mr David Farmer, Chief Executive Officer and Mr Ben Pole, General Manager, Community, Cultural and Economic Development Department | 28 November to 6 December 2019 | Japan and Taiwan | <p>The City of Ipswich received an official invitation from Nerima City, Japan to attend the commemoration of the 25th anniversary of Sister City relations between the two cities. The Interim Administrator accepted the invitation at the Ordinary Meeting of 16 April 2019.</p> <p>Council also received an invitation from the Sister City of Nantou Taiwan to participate in a civic exchange while in the region.</p> <p>At the Ordinary Meeting of 19 November 2019 the Interim Administrator endorsed a civic and business mission to Japan and Taiwan to be conducted by the Chief Executive Officer and General Manager – Community, Cultural and Economic Development (GM CCED).</p> <p>Council officers in collaboration with Trade and Investment Queensland and the Australian Trade Commission prepared a schedule of civic and business meetings in Nerima, Tokyo, Nantou and Taipei.</p> <p>The CEO and GM CCED executed the program of meetings focused on cultural linkages, education exchange and economic development between 28 November and 6 December 2019 (including travel).</p> <p>The delegation was received by Nerima City government officials including Mayor Maekawa as part of the 25th anniversary of Sister City relations commemorations.</p> <p>The CEO and GM CCED then conducted a range of business meetings in Tokyo hosted by Mr Tak Adachi – Trade and Investment Commissioner, Japan for the Queensland Government.</p> <p>In Nantou Taiwan, Nantou City government officials including Magistrate Lin Ming-Chen received the delegation.</p> <p>The CEO and GM CCED then conducted a range of business meetings in Taipei hosted by Mr Patrick Hafenstein – Trade and Investment Commissioner, Taiwan for the Queensland Government.</p> <p>Following the civic and business mission a number of investment attraction opportunities continue to be discussed and negotiated.</p> | \$26,074 |

ADMINISTRATIVE ACTION COMPLAINTS

Complaints management process

As a component of Transformation Project #6, a Complaints Management Framework was developed. Under this framework council acknowledges the right of its customers, members of the public and its staff to complain when dissatisfied with a service delivered, a decision made by council, or how it has dealt with personal information and access to information in relation to council's Publication Scheme.

Council recognises the need for an open and responsive Complaints Management System (CMS). A CMS provides council with an enhanced ability to resolve complaints, identify trends and eliminate causes for complaints and provides complainants with a simple and effective process, which in turn will improve customer

satisfaction. Under the transformation project it was determined that council required a central intake point for all feedback coming into council to ensure that there is a consistent, transparent and equitable approach to complaints management.

From this the Complaints Management Unit (CMU) was developed and went live in November 2019. The CMU receive, record, acknowledge, triage and respond to all feedback. Council now has the ability to capture and record feedback matters in a centralised database allowing for greater reporting functionality. The new complaints process provides for complaint matters to have three stages of review available within council before escalation to an external review. Stages one and two are undertaken by the CMU, and stage three by the Integrity and Complaints Manager.

¹ One of the *Right to Information Act* (RTI) fundamental principles: the push model of information release. The push model requires agencies such as council to proactively push information out to the community, making formal RTI applications a last resort.

Council seeks to be viewed as complaint friendly, and in keeping with the push model¹, seeks to ensure the public, customers, clients and staff can readily find out:

- where to complain
- how to complain
- what information is required
- what assistance is required
- how complaints will be managed
- where policies and procedures are located.

Information on the CMS and how to lodge a complaint are publicly available on [council's website](#) or by contacting the [CMU](#) directly.

The following complaint statistics are evidence of council customers successfully engaging in the new complaints process.

VIEW: [Customer Feedback and Complaints Management](#)

Administrative action complaints

Council recognises that it should be open and accountable for the decisions it makes. Council is committed to ensuring administrative action complaints are dealt with in a confidential, efficient, effective, fair, transparent and economical manner.

To ensure this, council has:

- a Complaints Management Framework, policy, and procedure publicly available on council's website
- competent staff trained in 'complaints and conflict management' and 'dealing with difficult people'
- complaints are managed by the CMU and reviewed by the Integrity and Complaints Manager where necessary.

Pursuant to section 187 of the *Local Government Regulation 2012*, Administrative Action Complaints received during the 2019–2020 year were:

| ADMINISTRATIVE ACTION COMPLAINTS RECEIVED 2019–2020 | TOTAL |
|---|------------|
| Number of administrative action complaints received 2019–2020 | 511 |
| Number of resolved administrative action complaints under council's complaints management process | 488 |
| Number of unresolved administrative action complaints – (of those 23 unresolved, 14 matters have a due date into the next financial year, one is a complex development matter that has extended the processing timeframe and eight matters were suspended due to awaiting further information from the complainant) | 23 |
| Number of administrative action complaints resolved at stage 1 | 476 |

| ADMINISTRATIVE ACTION COMPLAINTS RECEIVED 2019–2020 | TOTAL |
|---|-----------|
| Number of administrative action complaints resolved at stage 2 | 10 |
| Number of administrative action complaints resolved at stage 3 | 2 |
| Number of unresolved administrative action complaints from 2018–2019 financial year | 0 |

With only 12 administrative action complaint matters requiring a further internal review, council has successfully demonstrated its commitment to ensuring best practice in effective complaints management. This is further evidenced as only two matters required escalation to the Queensland Ombudsman's Office during the reporting period. Additionally, the Queensland Ombudsman's Office supported council's handed down position on a matter in the stage three review.

While council acknowledges its reporting obligations under the *Local Government Regulation 2012* it seeks to be transparent in providing data on all matters received and processed.

The following table depicts figures on all feedback matters received during 2019–2020:

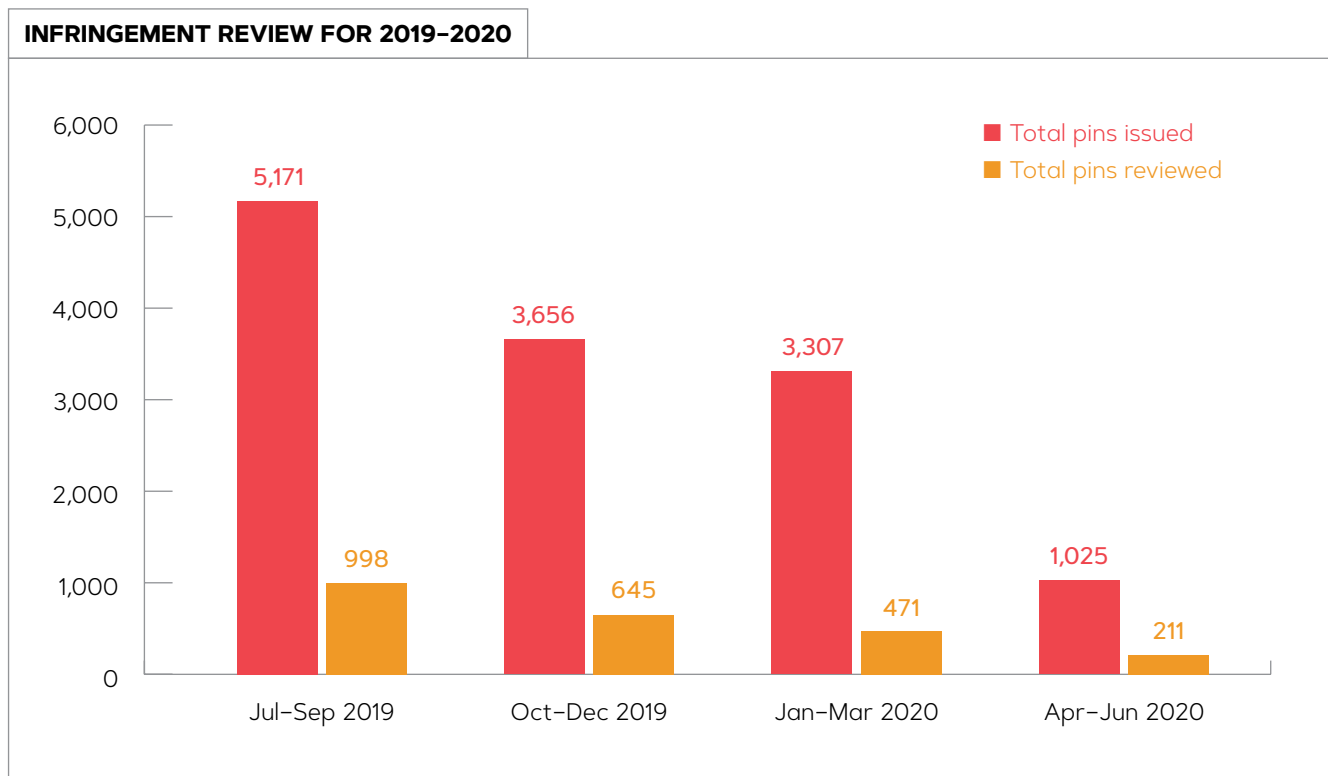
| CUSTOMER FEEDBACK RECEIVED 2019–2020 | TOTAL |
|--|------------|
| Number of all feedback matters received | 568 |
| Administrative action complaints received 2019–2020 | 511 |
| Number of privacy complaints received and resolved 2019–2020 | 2 |
| Number of compliments received and acknowledged 2019–2020 | 23 |
| Number of enquiries received and resolved 2019–2020 | 27 |
| Number of suggestions received and acknowledged 2019–2020 | 5 |

Complaints were resolved in accordance with the associated policy and procedure. The resolution and review rate indicates council's commitment to effectively dealing with not just administrative action complaints but all feedback received and speaks to the efficacy of council's complaint management process.

All complaint management documents are subject to regular review by the Corporate Governance section to ensure legislative compliance and that council's business processes provide for a satisfactory resolution outcome.

The CMU also process requested reviews on council issued penalty infringement notices (PINs). These reviews are not a legislative requirement and are a considered service and are subject to one internal review by the CMU. If the customer remains dissatisfied with that review decision they can avail themselves of a hearing in the Magistrates Court.

Figures on penalty infringement notice reviews received during 2019–2020:



- A decrease in the number of infringements issued in the 2019–2020 period was likely due to COVID-19 restrictions and its effect in Ipswich
- The flow on effect from decreased infringements issued by council is a decrease in the number of requests for review of infringements.

Breakdown of infringement types issued during the reporting period:

| TYPES OF PINS ISSUED | JUL-SEP 2019 | OCT-DEC 2019 | JAN-MAR 2020 | APR-JUN 2020 |
|---|--------------|--------------|--------------|--------------|
| Animal infringements | 150 | 138 | 160 | 71 |
| Automated Number Plate Recognition (ANPR) infringements | 1,243 | 1,131 | 1,312 | 305 |
| Local laws infringements | 25 | 36 | 58 | 34 |
| Other parking infringements | 3,753 | 2,351 | 1,777 | 656 |
| TOTAL | 5,171 | 3,656 | 3,307 | 1,025 |

Rate of how many PINs were reviewed over the total number of PINs issued:

| ITEMS | JUL-SEP 2019 | OCT-DEC 2019 | JAN-MAR 2020 | APR-JUN 2020 |
|------------------------|---------------|---------------|---------------|---------------|
| Total PINs reviewed | 998 | 645 | 471 | 211 |
| Total PINs issued | 5,171 | 3,656 | 2,912 | 1,025 |
| Pin review rate | 19.29% | 17.64% | 16.17% | 20.56% |

The CMU also process Right to Information (RTI) and Information Privacy Applications. All RTI applications were processed in accordance with legislative requirements, and council policy and procedures.

- **Section 8(d) RTI Regulation** – No. of pages included in a disclosure log under section 78 of the *RTI Act* total number of pages – **868 pages**
- **Section 8(j) RTI Regulation** – Amount of fees and charges received under the *RTI Act* – **\$1,000.80**

The below table provides details of the management of all RTI and IP Applications for the period.

| NUMBER OF APPLICATIONS | RECEIVED | NO. WITHDRAWN | FINALISED 30 JUNE 2020 |
|---------------------------------|----------|---------------|------------------------|
| Access under the <i>RTI Act</i> | 18 | 2 | 14 |
| Access under the <i>IP Act</i> | 14 | 1 | 9 |

PUBLIC SECTOR ETHICS DISCLOSURES

Pursuant to the provisions of the *Public Sector Ethics Act 1994* which are applicable to local governments, council is required to have developed and implemented a code of conduct based on the following four ethics principles and values:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

Council's adopted code of conduct outlines the expected behavioural standards required of its employees, regardless of their employment status. During the

reporting period, council provided training and education to all employees on its expectations regarding conduct through inductions of new staff members and re inductions of existing staff. During the reporting period managers and supervisors were trained in Managing Organisational Risk which incorporated training in Good Decision Making and Public Interest Disclosures. Council supports its ongoing procedures and practices to ensure employees abide by and embrace principles of the legislation. Council's code of conduct is provided to staff via its internal intranet website.

Additionally, a Good Governance Guide based on the four pillars of the *Public Sector Ethics Act 1994* was endorsed during the reporting period which applies to all employees and councillors.

COMMUNITY REFERENCE GROUPS AND COMMUNITY ENGAGEMENT

Council is committed to meaningful engagement on issues affecting the city and community. Public participation and engagement is the foundation of good decision making and is mutually beneficial to the community and council. One of the ways council engages with the community is through its five Community Reference Groups, which are aligned with the five themes of the Corporate Plan:

- Economic Development
- Resilient Communities
- Growth Management
- Environment
- Transparent Governance.

Council's Community Reference Groups aim to:

- provide a deliberative forum for members to discuss issues of community interest
- draw on local knowledge and enhance community voice in decision-making processes and outcomes
- build community understanding of council core business functions and specific projects and activities.

Guidelines for Community Reference Groups and terms of reference for each group are available on council's website.

VIEW: [Community Reference Groups](#)

Community engagement and the digital space

Council utilises a range of community engagement techniques and processes to build relationships with community organisations and/or groups of individuals united under a common cause or objective. This work collaboratively supports desired outcomes and ideals, with the community and council having authentic conversations towards common goals that benefit the engaged stakeholders and the wider community.

To further improve our community engagement program, a new digital community engagement platform, Shape Your Ipswich was launched on 1 October 2019. The platform provides a one-stop-shop of engagement, benefiting residents and allowing them to not only have their say but also follow projects and see progress and the outcomes of their contributions.

One unforeseen advantage of having a digital presence in place was overcoming the reduced opportunities for face-to-face engagement due to the COVID-19 pandemic. Council was able to continue to visibly engage and inform across our projects, continuing to develop the relationship between the community and council.

As at 30 June, Shape Your Ipswich has more than 1,000 members who have had access to 38 projects. These projects have had more than 1,427 contributions with 14,570 unique visitors to the site and 38,489 views. Membership registration includes four key demographic questions to inform reports and allow review of our practices in consideration of who might be participating in the conversation. Membership details are completely private and are held within a strict privacy protocol. Council's privacy statement is available on council's website.

As our transformation journey continues to evolve, we share our reports directly with the community, stakeholders and Community Reference Groups, to provide insight and transparency and ensure confidence in council operations for today and into the future.

You can be a part of the conversation by registering at Shapeyouripswich.com.au.

HUMAN RIGHTS ACT 2019

While not mandatory, council considers it best practice to report details of how it has complied with the *Human Rights Act 2019* in the same manner as public entities that are required to prepare an annual report under the *Financial Accountability Act 2009*.

The objects of the Act are:

- (a) to protect and promote human rights; and
- (b) to help build a culture in the Queensland public sector that respects and promotes human rights; and
- (c) to help promote a dialogue about the nature, meaning and scope of human rights.

Re (a) – Protecting and promoting human rights

Council undertook the following actions during the 2019–2020 financial year to protect and promote human rights:

- adopted a Human Rights Complaints Procedure in relation to human rights complaints
- established an internal human rights working group charged with aligning council's processes, procedures and decision-making with the objects and requirements of the Act
- commenced a rolling process for the nomination of staff members as 'human rights champions' within each council department.

Re (b) – Building a culture that respects and promotes human rights

Council undertook the following actions during the 2019–2020 financial year to build a culture that respects and promotes human rights:

- adopted a Human Rights Policy
- established an internal human rights working group with representatives from each department
- provided staff with human rights training
- created an intranet page for staff with information and resources regarding human rights
- display of human rights posters in council workplaces
- included human rights as a measure in internal reporting.

Re (c) – Promoting a dialogue about the nature, meaning and scope of human rights

Council undertook the following actions during the 2019–2020 financial year to promote a dialogue about the nature, meaning and scope of human rights:

- created a human rights web page on [Ipswich Online](#)
- created a fact sheet for suppliers and grant recipients of council regarding obligations under the *Human Rights Act 2019*.

Details of any human rights complaints received by the entity including the number and outcome of those complaints

No human rights complaints were received by council during the 2019–2020 financial year.

Details of any reviews of policies, programs, procedures, practices or services undertaken in relation to their compatibility with human rights

The following reviews commenced during the 2019–2020 financial year:

- review of policies/procedures/administrative directives for compatibility with human rights
- review of local laws for compatibility with human rights
- review of documents and templates to include appropriate human rights references.

Council has not received any notified complaints regarding the *Human Rights Act* since it was implemented. Council is actively discussing human rights as part of the implementation and delivery of our procedures, directives and projects of work.

To support and educate our staff, an online human rights training module has been delivered to approximately 80 per cent of the workforce. Current completion status is 60 per cent and ongoing monitoring is underway to support 100 per cent completion. The remaining 20 per cent of the workforce will participate in face-to-face toolbox talks to raise awareness in the coming months (factoring in COVID-19 restrictions).

PARTICULAR RESOLUTIONS

Section 185 of the *Local Government Regulation 2012* requires that local government's annual report include:

- a copy of the resolutions made during the financial year under s250(1) of the LGR (adoption of an expenses)
 - no resolutions were made under section 250(1) of the *Local Government Regulation 2012*

- a list of any resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical)
 - no resolutions were made under section 206(2) of the *Local Government Regulation 2012*.

LOCAL GOVERNMENT COOPERATION

Section 190 of the *Local Government Regulation 2012* requires that local government's annual report include details of any action taken for, and expenditure on, a service, facility or activity:

- supplied by another local government under an agreement for conducting a joint government activity

- for which the local government levied special rates or charges for the financial year.

During the 2019–2020 financial year, no such arrangements or related activities were undertaken.

REGISTERS AND RECORDS

Section 190 of the *Local Government Regulation 2012* states a local government's annual report must contain a list of registers kept by the local government. To allow people to inspect decisions and disclosures made by council and councillors, the following registers are accessible to view on council's webpage. The following lists, registers and records are available:

Registers

- Registers of Interest
- Delegations
- Minutes of Council Meetings
- Annual Report
- Budget
- Employee Code of Conduct
- Councillor Code of Conduct
- Corporate Plan
- Local and Subordinate Laws
- Registered or Impounded Animals
- Dog Registry
- For Chapter 5 (Environmental Authorities and Environmentally Relevant Activities):
 - Environmental Authorities; Surrendered Environmental Authorities
 - Suspended or cancelled Environmental Authorities
 - Submitted Plans of Operations
 - Annual returns required under section 308(3)(a) and any evaluation required under section 309
 - Application documents for an application for an environmental authority, including information requests and responses to information requests
- For Chapter 7, Part 2 (Environmental Management: Environmental Evaluations) Environmental evaluations and environmental reports
- Monitoring programs carried out under *Environment Protection Act*, or a development condition of a development approval and the results of any monitoring programs
- Transitional Environmental Programs (TEPs)
- Temporary Emissions
- Documents required to be given under
 - A condition of an environmental authority
 - A transitional environmental program or a condition of a transitional program; or
 - Condition of a temporary emissions licence
- Environmental Protection Orders
- Direction Notices
- Clean-up Notices
- Cost Recovery Notices
- Authorised Persons
- Accepted enforceable undertakings
- Show Cause Notice and Enforcement Notice issued under the *Planning Act* or *Building Act*; or a copy of which was given to the local government under the *Planning Act* or *Building Act* by an enforcement authority or private certifier
- Any notice given by or to the local government about withdrawing a show cause notice or enforcement notice
- Burials
- Pest Control and Entry Notices
- Regulatory Fees
- Approved Animal Inspection Program
- Pest Management Plan
- Registers of Interest Senior Contract Officers
- Installed On-site Sewerage and Greywater Use Facilities
- Master Plan Applications
- Development Applications
- Development Application Documentation
- Ipswich Planning Scheme
- Register of Vegetation Protection Orders
- Open Space and Recreation Strategy
- Sport and Recreation Strategy
- Nature Conservation Strategy
- Open Space Strategic Masterplan
- Waterway Health Strategy
- Integrated Water Strategy
- Floodplain Management Strategy
- Sustainability Strategy
- Materials Recovery Plan 2017–2031
- Parks Signage Manual
- Natural Areas Signage Manual
- Indigenous Culture Signage Manual
- Planning and Development ePlanning Strategy
- Ipswich Regional Centre Strategy Streetscape Materials Specification
- Ipswich Streetscape Design Guide
- iGO City of Ipswich Transport Plan
- iGO Active Transport Action Plan
- Public Transport Advocacy and Action Plan
- ITS Strategy
- Aboriginal and Torres Strait Islander Peoples Accord
- Register of Fees and Charges/Register of Cost Recovery Fees.

Records

- Unsuitable meeting conduct orders
- Taking of declaration of office
- Declaration of material personal interest
- Declaration of conflict of interest
- Land
- Financial management risks and control measures.

More information

For more information about accessing documents in the registers or records contact council on (07) 3810 6666 or email council@ipswich.qld.gov.au.

VIEW: [Lists and Registers](#)

INTERNAL AUDIT

Section 190 of the *Local Government Regulation 2012* requires a local government's annual report to include a report on internal audit for the financial year.

The Internal Audit branch provides council with an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps council accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit also has the liaison role with the Crime and Corruption Commission (CCC) and where appropriate, it is the intention to investigate and manage all corrupt conduct in-house unless good practice requires otherwise. Investigations have again taken up a big part of the internal audit effort in the previous financial year.

Authority and independence

To preserve the independence and objectivity of Internal Audit, council's Internal Audit Charter provides that:

- all Internal Audit staff and service providers report to the Chief Audit Executive who reports: functionally for operations to the Audit and Risk Management Committee through the Chair and, administratively to the Chief Executive Officer with administrative support from the Coordination and Performance department
- the Chief Audit Executive and Internal Audit staff are authorised to review all areas of council and to have full, free, and unrestricted access to all council's activities, records (both manual and electronic), property, and personnel. Council activities include entities over which council has direct management, sponsorship or financial control
- Internal Audit shall not be responsible for designing, installing or maintaining systems, procedures or controls, but will advise on these matters and provide assurance to management that completed systems will contribute to the achievement of the intended corporate objectives

– if, however, an officer of the Internal Audit branch is involved in the detailed development or implementation of a system, then any post implementation review should, as far as possible, be conducted by another officer of the branch or by staff entirely independent of the branch

- Internal Audit may have an observer/adviser status on steering committees, formed to coordinate financial/information systems design and implementation, at the discretion of the Chief Audit Executive
- it is the policy of council that all internal audit activities remain free of influence by any organisational elements. This includes such matters as scope of internal audit programs, the frequency and timing of examinations and the content of internal audit reports.

Internal Audit's approach and coverage

Council's annual Internal Audit Plan that includes the three year Strategic Internal Audit Plan are developed on an integrated risk basis as opposed to conducting audits on a rotational basis. The ELT, branches and risk management contributes to the development of the audit plans, which are reviewed by the Chief Executive Officer and presented to the Audit and Risk Management Committee for consideration and approval.

Reporting

Internal Audit reports are provided to the Audit and Risk Management Committee for their consideration. These reports include the findings and recommendations of the internal auditors, management responses and accountability for implementation, the expected implementation date and a risk ranking for each audit recommendation. Throughout the year, the Audit and Risk Management Committee monitors the implementation of recommendations suggested by Internal Audit and also through External Audit as coordinated by the Queensland Audit Office.

Ethics and values

Internal Audit seeks to be influential in efforts to establish a culture that embraces ethics, honesty and integrity within the organisation. Internal auditors are governed by the Definition of Internal Auditing, Code of Ethics and the International Standards for the Professional Practice of Internal Auditing (Standards) that require council's internal auditors to perform engagements with proficiency and due professional care.

Professional staff qualifications and experience

There is a strong focus on training, learning and professionalism because of Internal Audit's exposure to high risk, and complex problem areas. As at 30 June 2020, Internal Audit staff were well qualified and had relevant experience in internal auditing and investigations as well as holding various professional affiliations and qualifications.

External quality assessment of Internal Audit branch

Internal Audit currently satisfies the Institute of Internal Auditors' (IIA) requirement that external assessments should be conducted at least once every five years by a qualified, independent reviewer or review team from outside the organisation. An Independent Validation was conducted in June 2016 by the IIA Australia of Council's Quality Self-Assessment with the next assessment due in 2021. In 2016 the IIA found

the branch was 'representative of good practice in internal auditing' and was beyond general conformance. Internal Audit was rated to be optimised in eight out of 12 sections in the maturity model with the rest on the second highest level. A further comparison found that the branch provided cost effective services to council.

Client feedback result

At the completion of audit assignments, clients are asked for feedback and their assessment on the performance of each audit. The assessments for audits conducted during the 2019–2020 year achieved an average satisfaction rating of 86 per cent in meeting requirements.

Future challenges for the Internal Audit branch

With the challenges council faces in establishing normality, expected growth in the region, coupled with the changes in council's systems, practices and procedures, Internal Audit is continuing to working to position itself as a trusted adviser in providing guidance to management and staff. In dealing with the demands while staying effective, the branch will have to continue using an integrated risk-based approach by combining aspects of auditing while including or excluding any aspect based on risk. The aim will be to continue to re invent its approach or find innovative ways to serve the organisation such as through the increased use of information technology and assistance to council in dealing with related challenges including the latest pandemic.



Audits completed in 2019–2020 and status of the 2019–2020 Audit Plan as at 30 June 2020

| AUDITABLE AREA | STATUS |
|---|---------------------------------|
| Business case development | Completed |
| Credit cards framework – allocation and use | Completed |
| Infrastructure services capacity review | Completed |
| Objective | Completed |
| Operations of fleet and plant | Completed |
| Penalty infringement process | Completed |
| Arrangements/agreements/leases (I&E non-construction) | Completed |
| Assets management | Postponed to 2020–2021 |
| Conflicts of interests | Completed |
| Contract management | In Progress |
| Cyber/Digital security | In Progress |
| Enterprise Resource Planning (ERP) observation/advice | Completed |
| Financial control | Postponed to 2020–2021 |
| Grants, Sponsorships and Donations program | Completed |
| IMC information transfer | Completed |
| Information and related technology on-boarding | Postponed to 2020–2021 |
| Lakes and retention basins | Completed |
| Libraries | Postponed to possibly 2021–2022 |
| Payroll transactions | Completed |
| Private works | Completed |
| Procurement | Postponed to 2020–2021 |
| Receipting, cash handling and floats | Completed |
| Recruitment and selection | Completed |
| Right to Information/Information Privacy obligations | Postponed to possibly 2021–2022 |
| Sports operations | Completed |
| Tender evaluation | In Progress |
| Waste business management systems | In Progress |
| Workshops | In Progress |
| Workplace, health and safety | Completed |



The result of the 2019–2020 Audit Program, as at 30 June 2020, is detailed in the following table. The number of audits conducted are a trade-off with the number of investigations done.

| AUDIT AND RISK MANAGEMENT COMMITTEE (AS AT 30 JUNE 2020) | | |
|--|---|-----------|
| Audit and Risk Management Committee | | |
| <i>(Councillor membership confirmed at Post Election meeting on 27 April 2020)</i> | | |
| MEMBERSHIP | Deputy Mayor Marnie Doyle and Councillor Nicole Jonic External Members: Robert Jones (Chairperson), Martin Power and Dr Annette Quayle | |
| Activity description | 2019–2020 | 2018–2019 |
| Audit and Risk Management Committee meetings held | 6 | 5 |
| Internal Audit recommendations reviewed and considered finalised | 53 | 44 |
| Internal Audit reports/tasks reviewed by Audit and Risk Management Committee | 16 | 11 |
| External Audit recommendations reviewed and considered finalised | 37 | 55 |
| External Audit reports reviewed by Audit and Risk Management Committee | 2 | 6 |
| Ad Hoc | 34 | 0 |

Freddy Beck – Chief Audit Executive

PFIIA, NDIA, B.Com, CIA, CISA, CCSA, Cert IV Investigations.

RISK MANAGEMENT AND ACCOUNTABILITY

Council recognises that risk management is an integral part of good management practice and fully supports risk management as part of its corporate governance processes.

Council is committed to managing identified risks by logically and systematically identifying, analysing, evaluating, treating, monitoring and communicating all risks that directly or indirectly impact positively or negatively on council's ability to achieve the strategic objectives outlined in Advance Ipswich, the Corporate Plan 2017–2022 and its annual Operational Plan.

Enterprise risk management linked to council's strategic objectives is adopted by management and staff as an integral part of organisational culture in the daily functions and activities in order to assist in protecting and improving council's overall business and performance.

To manage risk, council has adopted an Enterprise Risk Management Framework that promotes a standard and systematic approach to risk management throughout council in accordance with AS/NZS ISO 31000:2018.

All identified risks associated with council activities are monitored on a regular basis and reviewed or escalated for review within internally prescribed timeframes. Corporate risks are reviewed two monthly. Operational risks applicable at department level are reviewed three monthly.

Council's objective is to manage risks to minimise exposure, for council and its stakeholders, to any

event or set of occurrences that may cause adverse effects, while concurrently maximising the efficiency and effectiveness of its operations in accordance with relevant best practice principles.

General managers, branch managers and section managers will implement, encourage and promote the use of risk management techniques in their areas of responsibility. This includes:

- ensuring appropriate due diligence has been applied in the identification and prioritisation of risks in the development of their respective departmental or branch Risk Management Registers
- developing strategies to manage these risks
- ensuring systematic, ongoing monitoring and review of these risks and associated internal control measures at three monthly intervals
- ensuring a risk management plan is developed, in accordance with council's Enterprise Risk Management Framework, before any project or new activity commences
- ongoing monitoring and reviewing of these risk management registers throughout the life of the project or activity.

Council has approved and endorsed a suite of documents, which comprises an Enterprise Risk Management Administrative Directive, Enterprise Risk Management Framework and Enterprise Risk Management Procedure.

INFRASTRUCTURE CHARGES REGISTER AND TRUNK INFRASTRUCTURE REPORT

On 4 October 2019, amendments to the Planning Regulation 2017 (the Regulation) relating to infrastructure planning and charging came into effect. These amendments were aimed at improving transparency around the levying and collection of infrastructure charges and improving public access to local government infrastructure planning and charging information. The amendments require the local government's infrastructure register to be made available online from 1 January 2020. While the relevant information is currently available online, council considers it best practice to also include the details in this annual report.

The *Planning Act 2016* requires council's Infrastructure Charges Register to include the following information for each charge levied:

- the real property description of the premises the charge applies to
- the charges resolution under which the charge was levied
- the amount of the charge levied
- how the charge was worked out
- if in automatic increase provision applies to the charge:
 - that the charge is subject to automatic increases; and
 - how the increases are worked out under the provision
- if all or part of the charge has been paid – the amount paid and the day on which it was paid
- if the charge has not been paid in full – the amount of the charge unpaid
- details of any offset or refund given
- if the charge was levied as a result of a development approval – the approval reference number and the day the approval will lapse
- if infrastructure is to be provided instead of paying the charge – details of any infrastructure still to be provided
- if the levied charge is the subject of an infrastructure agreement – details of the agreement.

The infrastructure charges register:

- is updated monthly to include the information required to be kept available as part of the infrastructure charges register
- can be electronically searched with results downloaded for information in the register about a levied charge and the trunk infrastructure to which the charge relates
- states the day the information in the register was last updated.

Some of the above information is captured in the Infrastructure Charges Notice that accompanies the Decision Notice and can be viewed by searching for the development application.

The Trunk Infrastructure Charges Report includes details of infrastructure charges revenue and expenditure, and provides a summary of the trunk infrastructure provided by both developers and council, and other details including location and whether the infrastructure is included in the Local Government Infrastructure Plan (LGIP).

The report includes additional information such as council-delivered infrastructure projects to existing LGIP items where they are consistent with the characteristics of trunk infrastructure typically included in the LGIP. The report is published as soon as reasonably practicable after the end of each quarter in line with the amended Regulation.

Under the *Planning Act 2016*, infrastructure charges revenue that is collected in monetary form is not required to be spent in the same suburb or locality where it was collected and may be used to pay for shared city-wide or district level infrastructure such as an arterial road or major sports complex.

The collection of infrastructure charges may continue for many years following the delivery of significant trunk infrastructure items, or charges may be accrued over long periods of time prior to delivery.

VIEW: [Application Search](#)

VIEW: [Infrastructure Charges Register](#)

VIEW: [Trunk Infrastructure Charges Report](#)

GOVERNANCE COMMERCIAL



BENEFICIAL ENTERPRISES

In accordance with section 41 of the *Local Government Act 2009*, the following beneficial enterprises were conducted by council during the 2019–2020 financial year. A beneficial enterprise is an enterprise that a local government considers benefits and/or can reasonably be expected to benefit the whole or part of its local government area.

Council has resolved to wind up and deregister a number of its controlled entities. The status of each of the controlled entities are as follows:

Ipswich City Properties Pty Ltd – all assets and operations were transferred to council in the prior

financial year. This entity was placed into Members Voluntary Liquidation on 26 March 2020. The process of deregistration is continuing.

Ipswich City Enterprises Pty Ltd – the operation of Fire Station 101 was transferred to council in the prior financial year. This entity has not actively traded during the financial year and the wind up and deregistration processes are in progress.

Ipswich City Enterprises Investments Pty Ltd – this entity has also not actively traded during the financial year and the wind up and deregistration processes are advancing.

CHERISH THE ENVIRONMENT FOUNDATION LIMITED

The principal objectives of Cherish the Environment Foundation Limited (the Foundation) are the protection and enhancement of the natural environment as well as the provision of information or education, or the carrying on of research, about the natural environment. The Foundation pursues these objectives within the Ipswich local government area by:

- acquiring, managing and protecting bushland areas
- protecting and enhancing biodiversity
- improving the quality of water in rivers and streams
- working towards decreasing the quantity of waste generated and building recycling capacity
- increasing local food production and food production capacity
- improving local food linkages and returns for food producers

- minimising the impact of carbon emissions from Ipswich city
- promoting education within the community concerning adverse impacts on the environment
- raising community awareness of the impact of carbon emissions and how to minimise or offset their impact.

During 2019–2020, two new Directors were appointed to the Board, including a councillor and senior manager of council.

In 2019–2020 the core activities of the Foundation were maintaining and managing existing projects at Mutdapilly, Calvert and Woolshed which were primarily in relation to the establishment and protection of essential koala habitat in the city including the planting and maintenance of approximately 100,000 trees.

COMPETITIVE CONDUCT

Section 45 of the *Local Government Act 2009* requires a local government's annual report include a list of all business activities conducted during the financial year. Under section 33 of the *Local Government Regulation 2012*, if a local government applies the Code of Competitive Conduct to a business activity, council must apply the principles of competitive neutrality, for example by removing any competitive advantage or disadvantage.

In 2019–2020, council undertook the following business activities to which it applied the Code of Competitive Conduct:

- building certification
- roads and drainage.

In 2019–2020, the only significant business activity undertaken by council was Ipswich Waste Services which also applied the Code of Competitive Conduct. Ipswich Waste Services' cost framework is structured to ensure that the principles of competitive neutrality are met. No new significant business activities were undertaken during the 2019–2020 year.

Pursuant to the requirements of section 190 of the *Local Government Regulation 2012*, council did not receive nor did it make any decisions in relation to competitive neutrality complaints in the 2019–2020 financial year.

CHANGES TO TENDERS

In accordance with section 228(7) of the *Local Government Regulation 2012*, council did not invite tenderers to change their tenders to take into account a change in tender specifications during the financial year.

IPSWICH WASTE SERVICES PERFORMANCE

Ipswich Waste Services (IWS) was established as a commercial business unit of council in 1998 for the purpose of delivering high-level waste management services to its domestic and commercial customers in a cost effective, efficient, timely and responsive manner through the application of commercial principles to service delivery. Section 190 of the *Local Government Regulation 2012* requires that a local government's annual report include information on a commercial business unit's operation and financial performance and achievements against its annual performance plan.

Services

Ipswich Waste Services provided the following services and facilities during the 2019–2020 financial year:

- household general waste, green waste and recycling collection
- dead animal collection
- park bin collection
- street litter bin collection
- Riverview Recycling and Refuse Centre
- Rosewood Recycling and Refuse Centre
- household hazardous waste drop-off day
- industrial general waste collection
- industrial cardboard collection
- industrial commingled recycling collection
- skip bins
- roll-on roll-off bins
- stationary compactors
- confidential paper disposal
- workplace recycling program
- clinical waste collection
- liquid waste services.

Financial performance

The following table outlines the financial performance of Ipswich Waste Services for the 2019–2020 financial year:

| | RESULT | BUDGET VARIATION |
|---|----------|------------------|
| Revenue | \$42.8m | \$996,000 |
| 2.4% over budget target of \$41.8m | | |
| Operating Expenditure | \$33.8m* | \$1.3m |
| 4.1% over budget target of \$32.5m | | |
| Net profit after tax | \$9m | \$340,000 |
| 3.7% under budget target of \$9.3m | | |

*The above operating expenditure includes a provision of \$6.5m for tax equivalents (income, payroll and land tax) which was on target.



Tonnage of material recycled and disposed to landfill from domestic services

| | 2016–2017 | 2017–2018 | 2018–2019 | 2019–2020 |
|---|-----------|-----------|-----------|-----------|
| Kerbside green waste to compost | 4,189 gt | 4,958 gt | 4,370 gt | 4,869 gt |
| Recycling and Refuse Centre recycling | 19,250 gt | 16,754 gt | 12,722 gt | 10,597 gt |
| Kerbside recycling | 14,266 gt | 14,349 gt | 9,721 gt | 9,129 gt |
| Kerbside waste to landfill | 51,513 gt | 63,510 gt | 54,343 gt | 57,608 gt |
| Recycling and Refuse Centre waste to landfill | 19,206 gt | 24,318 gt | 23,239 gt | 25,325 gt |

The following details the changes to the previous 2018–2019 Annual Performance Plan:

- There are no changes proposed to the previous 2018–2019 Annual Performance Plan at the present time as a comprehensive review of the Waste Services section is currently being undertaken. This review will inform the development of the 2020–2021 Ipswich Waste Services Annual Performance Plan.

The following changes have been made to the previous 2018–2019 Service Specification:

- Throughout the document 'Wheeled cart' terminology has been amended to MGB (Mobile Garbage Bin) which is now the standard waste industry term for the domestic bins
- The definition of 'Infirm Household' has been updated to ensure that infirm services are only provided to households that have no occupants available to place the bins out on the kerbside for servicing. Council has had an issue whereby some households were receiving infirm services as a result of one member of the household presenting a letter from their doctor indicating that they were unable to present the bins at the kerbside but there were other members in the household that were capable of undertaking this task
- Workplace health and safety references have been updated to align with current legislation
- Some of the wording within the Service Specification has been simplified, but the intent of the provisions have not been altered.

Number of domestic service requests

| TYPE OF SERVICE | TOTALS | % |
|---------------------------|---------------|----------------|
| Cancel/collect | 873 | 4.70% |
| Collection of dead animal | 846 | 4.60% |
| Commence/change | 45,105 | 27.50% |
| Missed/extra service | 4,115 | 22.10% |
| Other waste requests | 834 | 4.50% |
| Repair/replace | 6,812 | 36.70% |
| GRAND TOTAL | 18,585 | 100.00% |

Number of domestic service requests

| 2016–2017 | 2017–2018 | 2018–2019 | 2019–2020 |
|-----------|-----------|-----------|-----------|
| 19,375 | 18,806 | 17,704 | 18,585 |

Growth in green waste collection services

| 2016–2017 | 2017–2018 | 2018–2019 | 2019–2020 |
|-----------|-----------|-----------|-----------|
| 14,452 | 16,538 | 17,709 | 19,609 |

Household growth in Ipswich

| 2016–2017 | 2017–2018 | 2018–2019 | 2019–2020 |
|-----------|-----------|-----------|-----------|
| 74,807 | 78,213 | 81,580 | 83,526 |

Landfill diversion

It should be noted that a range of factors impacted this year's landfill diversion, including:

- reclassification of previously recovered products to waste due to lack of markets or changes to legislation
- increase in household waste generation during COVID-19 lockdown.

Percentage of domestic waste diverted from landfill

| 2016–2017 | 2017–2018 | 2018–2019 | 2019–2020 |
|-----------|-----------|-----------|-----------|
| 34.00% | 28.90% | 25.50% | 22.90% |

Key performance indicators

| INDICATOR | RESULT | TARGET | OUTCOME |
|--|---------------|---------|--|
| Provide value to customers | | | |
| Biennial customer satisfaction survey: Customer response to survey questions indicates customer satisfaction with the service. | Not completed | >90% | Survey postponed due to resourcing issues. |
| Number of domestic MGBs repaired or replaced per 1,000 bins service. | 5.6 | <7 | ✓ |
| Number of domestic MGBs bins missed services complaints per 1,000 bins in service. | 3.6 | <5 | ✓ |
| Provide value to shareholders | | | |
| Net profit margin – calculated as net (surplus) deficit after tax/earning *100. | 18.17% | 19.06% | Performance standard not achieved due to excess unbudgeted disposal and labour costs. |
| Budget performance surplus on operations. | \$12m | \$12.3m | Performance standard not achieved due to excess unbudgeted disposal and labour costs. |
| Debtors days outstanding. | 25.3 | <28 | ✓ |
| Promote a climate for action in the workforce | | | |
| Absenteeism – % against available hours. | 6.24% | <3.50% | Performance standard not achieved due to higher than expected absenteeism rates. |
| Loss Time Injury Frequency Rate (LTIFR). | 1.96 | <9 | ✓ |
| % IWS staff with annual leave balance of six weeks or less. | No data | 0.95% | Data not available due to payroll system issues. |
| Achieve operational excellence | | | |
| Missed services requests completed within one working day. | 99.80% | >85.00% | ✓ |
| Domestic services commencements actioned within five working days of notification. | 93.10% | >85.00% | ✓ |
| Green waste commencements actioned within 10 working days of notification. | 91.50% | >85.00% | ✓ |
| Request for bin replacements and repairs actioned within five working days. | 100.00% | >85.00% | ✓ |
| Be a good neighbour | | | |
| % waste diverted from landfill at the recycling and refuse centres. | 25.10% | >35.00% | Performance standard not achieved due to less green waste processed at centres as a result of dry weather. |
| % total recycling diverted from domestic collection and disposal services. | 22.40% | >25.00% | Performance standard not achieved due to increase waste disposal tonnes. |
| % domestic green waste diverted from domestic refuse service. | 7.60% | >3.00% | ✓ |
| % waste diverted from landfill by the kerbside recycling service and glass. | 13.90% | >15.00% | Performance standard not achieved due to a portion of recycled glass re entering the general waste stream. |
| % waste diverted from landfill by commercial waste services. | 7.40% | >5.00% | ✓ |

Major highlights

Major highlights for Ipswich Waste Services in the 2019–2020 financial year included:

- the number of rated waste services with Ipswich grew from 81,580 (June 2019) to 83,526 (June 2020)
- the number of household green waste services grew from 17,709 (June 2019) to 19,609 (June 2020)
- 18,585 domestic service requests were actioned in the financial year
- 99.8 per cent of all missed service requests were actioned within one working day, 93.1 per cent of all domestic commencements achieved with five working days and 100 per cent of general bin repairs provided within the target of five working days
- 123,067 customers delivered waste to the Riverview Recycling and Refuse Centres
- 10,901 customers delivered waste to the Rosewood Recycling and Refuse centre
- collection of 107,528 tonnes of material through domestic kerbside collection services and the recycling and refuse centres – 14.13 per cent of this material was diverted from landfill for recycling and composting
- Bulky Items Collection service was held between October – December 2019. Over 2,163 tonnes were collected from over 32,959 collections.

Community service obligations

In 2019–2020 Ipswich Waste Services provided the following community service obligations totalling \$1,043,046.45 to the Ipswich community.

| DESCRIPTION | 2018–2019 (\$) | 2019–2020 (\$) | COMMENTS |
|---|----------------|----------------|---|
| Waste services at Ipswich community events | \$32,177 | \$13,245 | Free subsidised waste services for community events. |
| Schools recycling program | \$24,342 | \$25,951 | Free recycling collection services for local schools. |
| Transfer station waste disposal charge exemptions | \$4,313 | \$0 | No exemptions issued for this period. |
| Subsidised householder waste disposal at the Riverview and Rosewood Recycling and Refuse Centres | \$618,854 | \$990,440 | Increases due to increased contractual operating costs and overheads. |
| Free recycling services to residents requesting additional kerbside recycling services | \$13,993 | \$9,807 | 2019–2020 provision of 46 fortnightly services. |
| Free general waste services for dialysis patients requiring additional volume for kerbside waste disposal | \$4,222 | \$3,604 | 2019–2020 provision of 18 services. |



GOVERNANCE

FINANCIAL



FINANCIAL POLICY, CONCESSIONS AND DISCOUNTS

Section 190 of the *Local Government Regulation 2012* requires that a local government's annual report contain a summary of all concessions for rates and charges granted by the local government.

In accordance with its Pensioner Remission of Rates Policy, council grants concessions to qualifying pensioners for:

1. 100 per cent of the differential general rates levied per quarterly rating assessment to a maximum concession of \$235 in any one year; and
2. \$10 per annum per rating assessment for the Enviroplan separate charge if applicable.

In accordance with its Rates Concession Policy, council grants eligible property owners who are conducting eligible activities at the property, a 100 per cent concession of the differential general rates levied per quarterly rating assessment.

In accordance with its Rates Concession Policy, council grants owner occupied property owners who are suffering financial hardship, a deferral of liability to pay rates for six months.

VIEW: [A full list of all council policies](#)

RURAL FIRE RESOURCES LEVY SPECIAL CHARGE

In accordance with section 94 of the *Local Government Act 2009*, section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, the council has levied a special charge of \$42 on applicable rateable land not within the Urban Fire Boundaries of Queensland, for

the Rural Fire Brigades Services as such land specially benefits from those Rural Fire Brigades Services.

This special charge was levied in accordance with the 2019–2020 budget.

IPSWICH ENVIROPLAN PROGRAM AND LEVY SPECIAL CHARGE

In accordance with the *Local Government Act 2009*, the council levies a separate special charge on all rateable land within the local government area to explicitly deliver the Ipswich Enviroplan Program outcomes that protect and enhance the health of Ipswich's natural environment through five program funding themes set out below.

Ipswich Enviroplan Program

- A. The amount of special charge for Ipswich Enviroplan Program on all rateable land for 2019–2020 was \$45 per annum. During this period revenue totalling \$3,764,416 was raised through the levy.

- B. Consistent with council's Ipswich Enviroplan Program and Levy Policy, in 2019–2020 funds were allocated towards projects and initiatives associated with:
 1. acquisition of significant nature conservation land including loan servicing and interest repayments to Queensland Treasury Corporation for past activities – \$861,027
 2. community nature conservation partnerships and support – \$269,249
 3. nature conservation planning – \$461,128
 4. embellishment, capital and operational management investment within the Natural Area Estate – \$1,166,920.

- C. The amount of levy revenue allocated to each of the funding themes was determined based on an assessment of annual priorities and emerging needs and endorsed by council.
- D. Total expenditure for the Program in 2019–2020 is \$2,758,324. Key highlights of the program include:
 - seven community organisations received Environment and Sustainability Grants
 - 75 landholders provided with Land Management Payments that support activities such as pest plant control and tree planting
 - 18 landholders received grants to undertake targeted habitat restoration projects
- 36 ha of fuel reduction burns and 10 ha of fuel reduced areas constructed within the Natural Area Estate
- follow-up on-ground pest plant control and vegetation management works across strategic locations within the Natural Area Estate.
- E. All revenue collected plus any additional unspent funds is accounted for separately from council's general revenue. The balance of funds accounted for in reserve at the end of the 2019–2020 financial year is \$5,098,000.

VIEW: [Enviroplan Program](#)

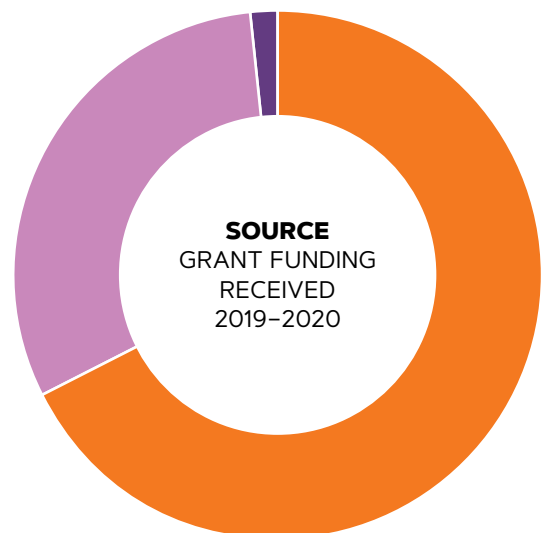
GRANTS RECEIVED

As at the end of June 2020, council was managing \$28.9 million in grant funding approvals for 44 projects estimated to cost more than \$42.9 million. As detailed below, 68 per cent of the approved funding is received via the Queensland Government with the remainder from the Federal Government and other sources.

As shown below, the majority of funding currently managed is for road related projects with the remainder split across community and sporting facilities, and other minor projects.

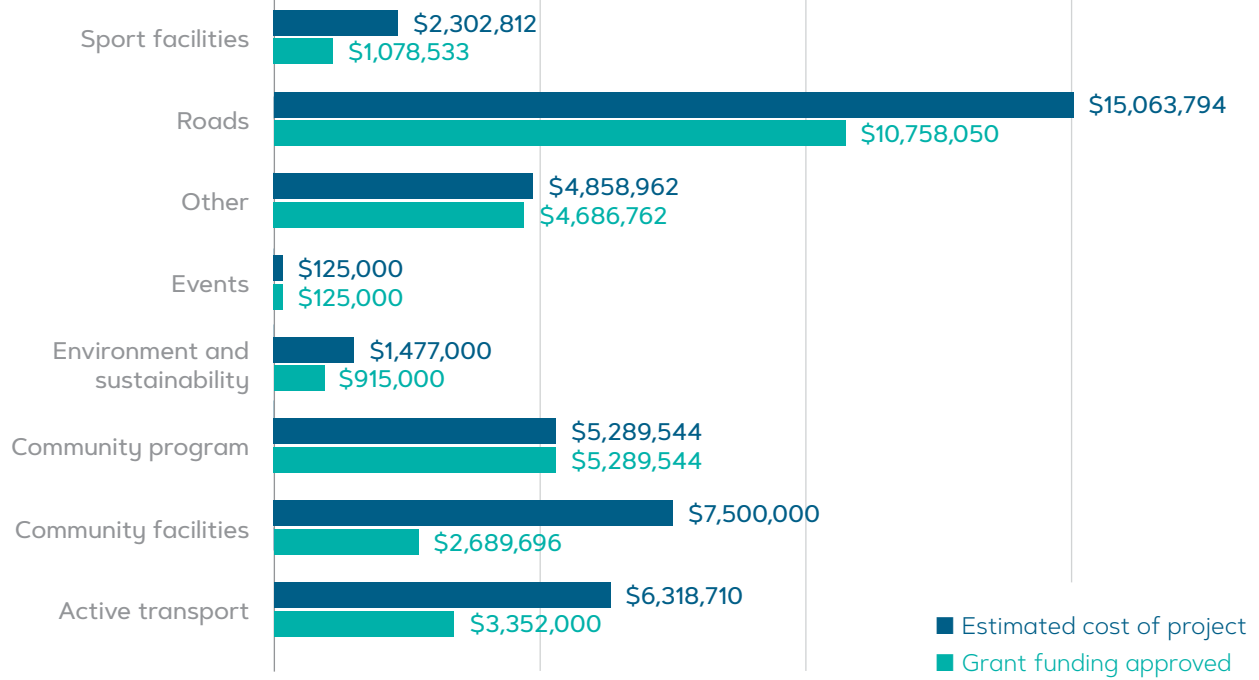
Funding approvals include:

- \$2.6 million from the Queensland Government, through the Local Government Grants and Subsidy Program, towards the \$7.5 million cost of the construction of the new Rosewood Library building
- \$546,000 from the Queensland Government, through the Female Facilities Program, towards the cost of construction of new toilets and change rooms for the Ipswich Netball Association in Limestone Park
- \$1.8 million, under the Federal Government's Blackspot Program, towards the costs of installing traffic signals at the intersection of School Road/Fernbrooke Boulevard in Redbank Plains and Cobalt street/Johnson Road in Carole Park.



- State \$19,572,053
- Federal \$8,878,548
- Other \$443,984

GRANT FUNDING FOR 2019-2020



Community Funding and Support

Section 189 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on the local government's expenditure in relation to grants to community organisations for the financial year.

Council's community funding programs are guided by the following policies:

- Community Funding and Support Policy
- Event Sponsorship Policy
- Community Donations Policy (repealed 30 June 2020)
- Ipswich Enviroplan Program and Levy Policy.

Additional reporting is required for expenditure from the Community Donations Program, including the name of each community organisation funded and the amount and purpose of that allocation. The information can be found in the appendices.

Land Management Payments, Nature Conservation Grants and Environmental Weed Rebates are provided to landholders who have a Voluntary Conservation Agreement with council. Individual names are not provided in accordance with the *Privacy Act* and therefore do not appear in the appendix.

In 2019–2020 financial year, council administered community funding which included the following grants, donations and bursaries:

| GRANT TYPE | NUMBER ISSUED | AMOUNT (\$) |
|--|---------------|---------------------|
| Bushcare Group Support | 3 | \$11,338.37 |
| Christmas/Festive Season Grants | 19 | \$22,352.35 |
| Community Development Grants | 17 | \$41,635.42 |
| Community Donations Program/Mayoral and Councillor Discretionary Funding Program | 70 | \$327,193.70 |
| Environment and Sustainability Community Grants | 7 | \$8,916.00 |
| Environment Weed Rebates* | 18 | \$8,925.00 |
| Ipswich Sports Awards | 8 | \$16,000.00 |
| Land Management Payments | 76 | \$99,446.96 |
| Nature Conservation Grant | 18 | \$78,179.83 |
| Quick Response Grants | 9 | \$4,738.19 |
| Regional Arts Development Fund (RADF) Grants | 7 | \$40,857.45 |
| School Holiday Program | 11 | \$8,932.68 |
| Sport and Recreation Achievement Grant | 52 | \$11,200.00 |
| Sport and Recreation Grants | 9 | \$22,910.00 |
| Triennial Grants | 1 | \$8,461.02 |
| Willowbank Area Group Grants | 4 | \$11,024.95 |
| Young Performing Artists Bursary | 1 | \$700.00 |
| GRAND TOTAL | | \$722,811.92 |

* This Environment Weed Rebate program ceased as of the 2019–2020 financial year. This amount reflects payments for approved 2018–2019 financial year applications.

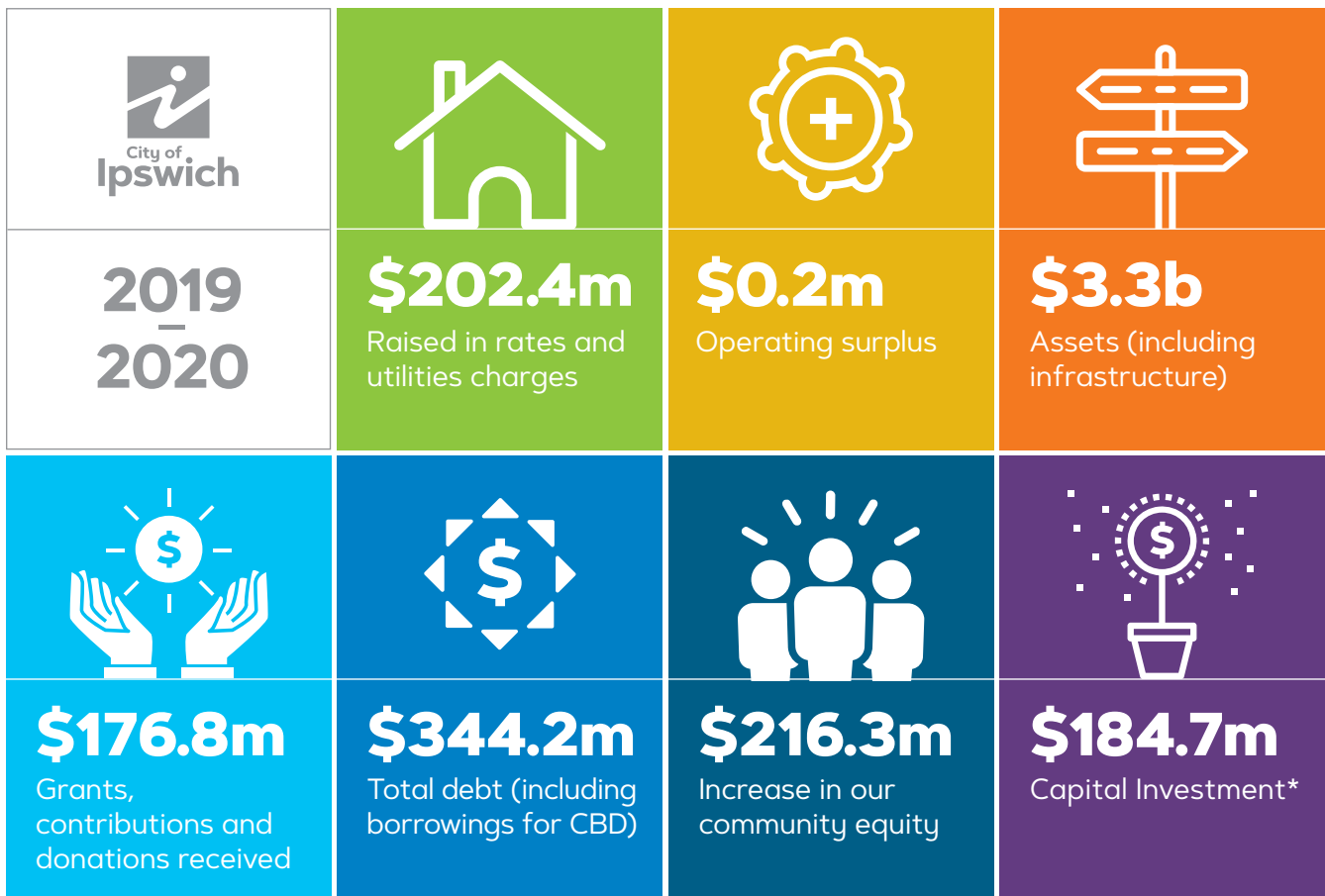
VIEW: [A full list of all council policies](#)



FINANCIAL PERFORMANCE



COMMUNITY FINANCIAL REPORT



*Including capital expenditure for the Nicholas Street redevelopment project.

The Community Financial Report as required by Section 184 of the *Local Government Regulations 2012*, provides an explanation of the audited financial statement for the year as set out here. Council has maintained a financial management strategy over the last five financial years of minimal increases in operational expenses, limited FTE growth and an appropriate borrowing program. Services have continued to be delivered and the capital program expanded while achieving these aims through improved processes and innovative service delivery mechanisms. This strategy has council well placed to manage a growing city. Council is continuing with this strategy over the coming financial year which is consistent with the long-term financial forecast presented in the 2020–2021 Budget and Long-Term Financial Plan.

More information regarding Ipswich City Council's Financial and Planning documents can be accessed at council's website ipswich.qld.gov.au/about_council/corporate_publications/index.php

The results discussed here are for the council position reported in the financial statements and not the consolidated results.

Summary of Financial Statements for 2019–2020

Council completed the financial year with a net result (surplus) of \$155.8 million including capital revenue which includes local roads, parks, drainage pipes etc constructed by developers which increased from the previous year. Capital revenue also includes cash contributions from developers towards shared infrastructure servicing these new developments. The operating surplus was lower than the comparative year due to the previous year including dividends from council's controlled entities received as part of the winding up of these entities, reduced fees and charges and increases in operating expenses, which are further detailed here.

Council continues the redevelopment of the CBD which is reflected in council's increase in capital investments during the year to \$184.7 million.

The financial impacts of the COVID-19 Pandemic are set out in Note 34 of Council's Financial Statements and includes the impacts of council's decision to support industries, community groups and residents impacted by COVID-19 through refunds and waivers of fees and charges, booking fees and extension of the due date for payment for rates.

The following comparison is provided between the previous year and the year in review:

| | 2019–2020 | 2018–2019 | % CHANGE |
|-------------------------------------|----------------|----------------|---------------|
| | \$'000 | \$'000 | |
| Revenue (inc. capital revenue) | 455,890 | 430,259 | 6.0% |
| Expense | 300,132 | 283,752 | 5.8% |
| Net Result | 155,758 | 146,507 | 6.3% |
| Less: Net Capital Revenue/Expense | 157,838 | 86,508 | 82.6% |
| Less: Revaluation Increase/Decrease | -2,266 | 40,471 | -105.6% |
| Net Operating Surplus | 186 | 19,528 | -99.0% |
| Net Operating Surplus % | 0.06% | 6.49% | |



Revenue

Where did the money come from?

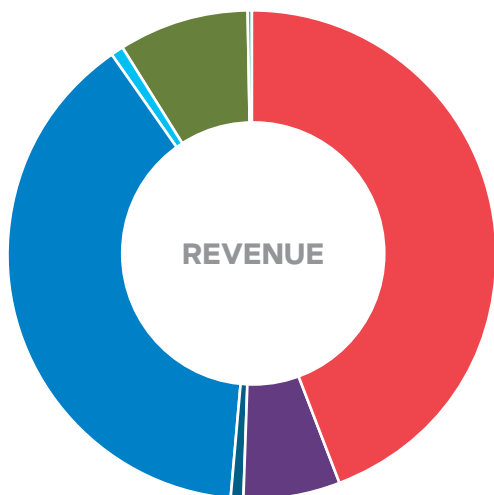
Council received \$455.9 million in revenue. The largest contributor was rates and utility charges of \$202.4 million (after discount, concessions and pensioner remissions), a small decrease overall from the previous year. Whilst rates and utility charges increased due to rate increases and growth in the Ipswich region, this has been offset by a recategorisation decision which will result in a refund of rates for specific properties.

There was a significant increase in grants and contributions revenue of \$75.8 million to \$176.8 million mainly due to contributions of physical assets including the Springfield Sporting Complex of \$30 million and a number of infrastructure assets donated in the Springfield area.

When comparing to the comparative year, capital revenue decreased by \$39.5 million due to a \$40.5 million reversal of a previous revaluation decrease of infrastructure assets.

Other revenue decreased by \$7.2 million to \$38.6 million and fees and charges decreased by \$1.7 million to \$28.9 million. In the comparative year other revenue included approximately \$7 million of dividends received from council's controlled entities that were paid to council as part of the winding up of these entities.

The reduction of fees and charges was in town planning and development charges (\$1 million decrease) and health regulation and animal control fees.



| Type of revenue | Totals (\$'000) |
|-----------------------------------|-----------------|
| ■ Rates, levies and charges | 202,407 |
| ■ Fees and charges | 28,861 |
| ■ Sales revenue | 3,659 |
| ■ Grants and contributions | 176,764 |
| ■ Interest and investment revenue | 4,529 |
| ■ Other revenue | 38,602 |
| ■ Capital income | 1,068 |
| Grand Total | 455,890 |

Expenses

Where was the money spent?

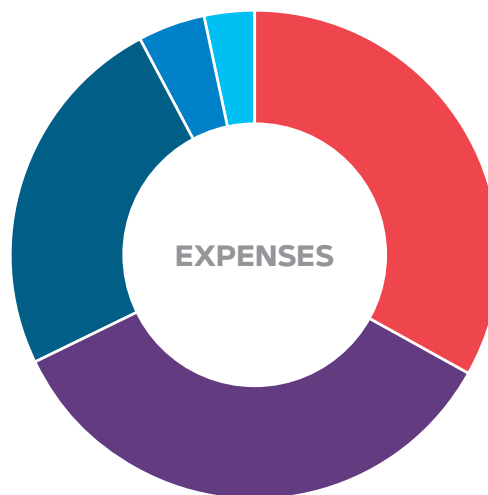
Council's expenditure was \$300.1 million for the financial year.

Capital expenses increased by \$6.9 million mainly due to valuation decreases of council's investment properties. Council's CBD retail assets transferred from Ipswich City Properties Pty Ltd in 2019, are required to be revalued each year to reflect current market values. The revaluation this year resulted in a decrease of \$3.2 million due to the current economic environment. Council, in accordance with accounting standards, also impaired its capital works in progress in relation to the Commonwealth Hotel by \$1.5 million.

Employee expenses (detailed in Note 6) increased by \$4.7 million (5%). This was mainly due to a 2.5% wages increase relating to an EBA agreement, an increase in full-time employees to support council's growth and improved governance processes and costs associated with implementing council's workplace restructure.

Overall materials and services increased by \$1.4 million to \$104.2 million which included increases in repairs and maintenance costs relating to roads, fleet and open space maintenance and public facility cleaning. Legal costs increased by approximately \$875,000 in relation various Planning and Environment Court matters.

There was also an increase in depreciation and amortisation costs by \$5.3 million to \$73.1 million. This was offset by a decrease in finance costs of \$2 million to \$13.7 million.



| Type of expense | Totals (\$'000) |
|---------------------------------|-----------------|
| ■ Employee expenses | 99,698 |
| ■ Materials and services | 104,154 |
| ■ Depreciation and amortisation | 73,133 |
| ■ Finance costs | 13,656 |
| ■ Capital expenses | 9,491 |
| Grand Total | 300,132 |

Assets

What do we own?

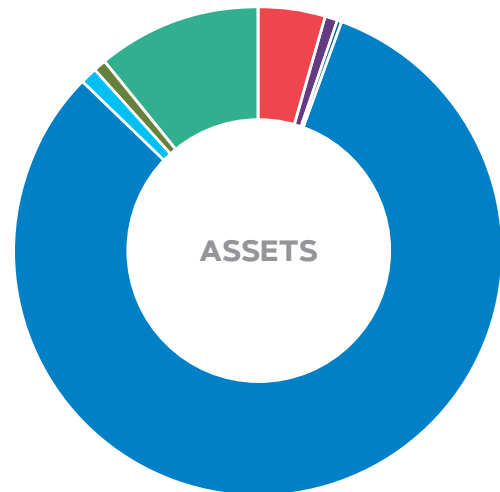
As at 30 June 2020, council held \$3.3 billion in assets, \$258.5 million more than the previous year.

Property, plant and equipment increased by \$281.3 million to \$2.7 billion mainly due to asset additions of \$97.5 million, donated assets of \$135.4 million, an increase in capital work in progress related to the Nicholas Street redevelopment project of \$84.9 million and an increase in value of building and other structure assets of \$55.8 million. This was offset by depreciation expense of \$65.9 million.

Assets held for sale and investment properties increased by \$17.7 million mainly due to the intended sale of land and buildings to West Moreton Hospital and Health Service which was reclassified from property, plant and equipment.

Other Assets increased by \$6.1 million to \$10 million mainly due to the recognition of leased assets in accordance with the adoption of new accounting standards. There was a decrease in cash by \$27.7 million to \$153 million due to reduced cash from operations and increased capital expenditure on property, plant and equipment.

Investments of \$357.3 million includes participation rights of \$310.3 million in Queensland Urban Utilities, and term deposit investments which decreased by \$15 million to \$47 million.



| Type of assets | Totals (\$'000) |
|--|------------------|
| Cash and cash equivalents | 153,035 |
| Receivables | 22,998 |
| Other Assets | 10,058 |
| Property, plant and equipment | 2,708,381 |
| Assets held for sale and investment properties | 36,254 |
| Intangible assets | 24,519 |
| Investments | 357,390 |
| Grand Total | 3,312,635 |

Liabilities

What do we owe?

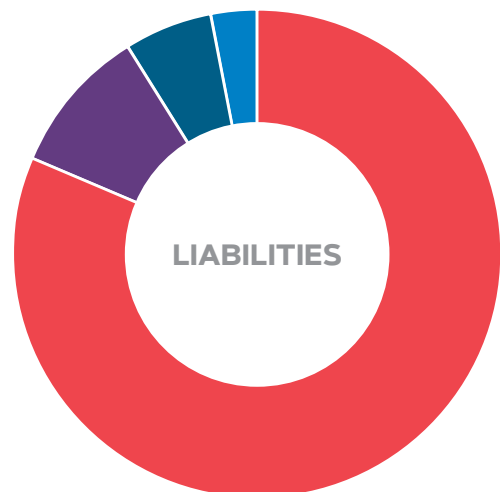
As at the 30 June 2020, council had \$421.6 million in liabilities which is an increase of \$42.2 million when compared to the previous year.

Borrowings increased by \$30 million to \$344.2 million to fund council's capital expenditure program including the Nicholas Street redevelopment.

Payables increased by \$16.1 million to \$40.4 million mainly due to accrued payables relating to the Nicholas Street redevelopment.

Provisions increased by \$1.6 million to \$24.2 million.

Other liabilities decreased by \$5.5 million to \$12.8 million mainly due to the extinguishment of the waste levy refund received in advance in 2019, of \$7.4 million. This was offset by recognition of lease liabilities of \$4.7 million in accordance with the adoption of the new accounting standards.



| Type of liabilities | Totals (\$'000) |
|---------------------|-----------------|
| Borrowings | 344,183 |
| Payables | 40,408 |
| Provisions | 24,215 |
| Other liabilities | 12,753 |
| Grand Total | 421,559 |

Community Equity

What is the difference between what we own and what we owe?

Ipswich's community equity (its net worth) as at the 30 June 2020 was \$2.9 billion which is \$216.3 million more than the previous year. Retained surplus increased by \$160.5 million to \$2.4 billion and the asset revaluation surplus increased by \$55.8 million to \$538.8 million.

Ipswich's community equity is presented in two parts:

| | 2019-2020 | 2018-2019 | % CHANGE |
|----------------------------------|------------------|------------------|-------------|
| | \$'000 | \$'000 | |
| Asset Revaluation Surplus | 538,786 | 482,967 | 11.6% |
| Retained Surplus | 2,352,290 | 2,191,814 | 7.3% |
| Total Community Equity | 2,891,076 | 2,674,781 | 8.1% |

Financial Ratios

The financial ratios are prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. For 2019-2020 council's performance against key financial ratios has improved for asset sustainability. While the key financial ratios for operating surplus and net financial liabilities were still within target.

| SUSTAINABILITY RATIO | OBJECTIVE OF MEASUREMENT | HOW THE MEASURE IS CALCULATED | ACTUAL RESULT | | |
|--|--|---|---------------|-----------|----------------------|
| | | | 2019-2020 | 2018-2019 | TARGET |
| Operating Surplus Ratio | Is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. | Net result (excluding capital items) divided by total operating revenue (excluding capital items). | 0.06% | 6.49% | Between 0-10% |
| Asset Sustainability Ratio | Is an approximation of the extent to which the infrastructure assets managed by a local government are being replaced as they reach the end of their useful lives. | Capital expenditure on the replacement of assets (renewals) divided by depreciation expense. | 68.08% | 62.95% | Greater than 90% |
| Net Financial Liabilities Ratio | Is an indicator of the extent to which the net financial liabilities of a local government can be serviced by its operating revenues. | Total liabilities less current assets divided by total operating revenue (excluding capital items). | 59.51% | 34.92% | Not greater than 60% |

VIEW: [Financial Statements for the Year Ended 30 June 2020](#) (pages 98-175)

APPENDICES



LEGISLATIVE COMPLIANCE CHECKLIST 2019–2020

The following provides references to the relevant pages of this report that relate to the legislative disclosure requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*.

| REQUIREMENT | REFERENCE | PAGE |
|--|-----------|------|
| TIMING | | |
| Council must prepare an annual report for each financial year and | | |
| <ul style="list-style-type: none"> Adopt it within one month after the day the auditor-general gives their audit report about council's financial statements for the financial year to council, (unless the Minister, by notice to the council, extends this time); and | LGR s182 | - |
| <ul style="list-style-type: none"> Publish the report on council's website within 2 weeks of adoption. | | - |
| CONTENT | | |
| The annual report must | | |
| <ul style="list-style-type: none"> contain a list of all the beneficial enterprises that the local government conducted during the financial year | LGA s41 | 81 |
| <ul style="list-style-type: none"> contain a list of all the business activities that the local government conducted during the financial year | LGA s45 | 81 |
| <ul style="list-style-type: none"> identify the business activities that are significant business activities | | |
| <ul style="list-style-type: none"> state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied | | |
| <ul style="list-style-type: none"> state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities | | |
| The annual report must state | | |
| <ul style="list-style-type: none"> the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government <p>The senior management, of a local government, consists of the chief executive officer and all senior executive employees of the local government.</p> | LGA s201 | 67 |
| <ul style="list-style-type: none"> the number of employees in senior management who are being paid each band of remuneration <p>Each band of remuneration is an increment of \$100,000.</p> <p>There is no requirement to disclose the exact salary of any employee in senior management separately in the annual report.</p> | | |
| The annual report must contain | | |
| <ul style="list-style-type: none"> the general purpose financial statement for the financial year, audited by the auditor-general | LGR s183 | 99 |
| <ul style="list-style-type: none"> the current year financial sustainability statement for the financial year, audited by the auditor-general | | 167 |
| <ul style="list-style-type: none"> the long-term financial sustainability statement for the financial year | | 172 |
| <ul style="list-style-type: none"> the auditor-general's audit reports about the general purpose financial statement and the current year financial sustainability statement | | 169 |
| <ul style="list-style-type: none"> the community financial report for the financial year. | LGR s184 | 93 |
| <ul style="list-style-type: none"> a copy of the resolutions made during the financial year under s250(1) of the LGR (adoption of an expenses reimbursement policy); and | LGR s185 | 73 |
| <ul style="list-style-type: none"> a list of any resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical asset to be treated as an expense) | | |

| REQUIREMENT | REFERENCE | PAGE |
|---|------------------------------|------|
| In relation to councillors, the annual report must contain | | |
| <ul style="list-style-type: none"> ▪ the total remuneration, including superannuation contributions, paid to each councillor during the financial year | LGR s186 | 62 |
| <ul style="list-style-type: none"> ▪ the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy | | 61 |
| <ul style="list-style-type: none"> ▪ the number of local government meetings that each councillor attended during the financial year | | 63 |
| <ul style="list-style-type: none"> ▪ the total number of the following during the financial year | | 60 |
| <ul style="list-style-type: none"> — orders made under section 150I(2) of the LGA | | 60 |
| <ul style="list-style-type: none"> — orders made under section 150AH(1) of the LGA | | 60 |
| <ul style="list-style-type: none"> — decisions, orders and recommendations made under section 150AR(1) of the LGA | | 60 |
| <ul style="list-style-type: none"> ▪ each of the following during the financial year | | 60 |
| <ul style="list-style-type: none"> — the name of each councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150 AR(1) of the LGA was made | | 60 |
| <ul style="list-style-type: none"> — a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; | | 60 |
| <ul style="list-style-type: none"> — a summary of the decision, order or recommendation made for each councillor; | | 60 |
| For councillors, the annual report must also contain the number of each of the following during the financial year | | |
| <ul style="list-style-type: none"> ▪ complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government | LGR s186 (1) (f)(i)–(iv) | 60 |
| <ul style="list-style-type: none"> ▪ matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission | | |
| <ul style="list-style-type: none"> ▪ notices given under section 150R(2) of the LGA | | |
| <ul style="list-style-type: none"> ▪ notices given under section 150S(2)(a) of the LGA | | |
| <ul style="list-style-type: none"> ▪ decisions made under section 150W(1)(a), (b) and (d) of the LGA (1 July 2019 to 31 August 2019); ▪ decisions made under section 150W(1)(a), (b) and (e) of the LGA (1 September 2019 to 30 June 2020); | LGR s186 (1) (f)(v) and s353 | 60 |
| <ul style="list-style-type: none"> ▪ referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the LGA | LGR s186 (1) (f)(vi)–(vii) | 60 |
| <ul style="list-style-type: none"> ▪ occasions information was given under section 150AF(4)(a) of the LGA | | |
| <ul style="list-style-type: none"> ▪ occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected inappropriate conduct of a councillor | | |
| <ul style="list-style-type: none"> ▪ applications heard by the conduct tribunal <ul style="list-style-type: none"> — about the alleged misconduct of a councillor (1 July 2019 to 31 August 2019), and — under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct (1 September 2019 to 30 June 2020) | LGR s186(1) (f)(ix) and s353 | 60 |

| REQUIREMENT | REFERENCE | PAGE |
|--|---------------------------------------|------|
| In relation to administrative action complaints the annual report for a financial year must contain | | |
| <ul style="list-style-type: none"> ▪ a statement about the local government's commitment to dealing fairly with administrative action complaints; and | LGR s187 | 68 |
| <ul style="list-style-type: none"> ▪ a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process. | | 68 |
| <ul style="list-style-type: none"> ▪ the number of the following during the financial year | | 69 |
| <ul style="list-style-type: none"> — administrative action complaints made to the local government; | | 69 |
| <ul style="list-style-type: none"> — administrative action complaints resolved by the local government under the complaints management process; | | 69 |
| <ul style="list-style-type: none"> — administrative action complaints not resolved by the local government under the complaints management process; and | | 69 |
| <ul style="list-style-type: none"> ▪ the number of administrative action complaints not resolved by the local government under the complaints management process that were made in a previous financial year. | | 69 |
| The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year | | |
| <ul style="list-style-type: none"> ▪ for a councillor – the name of the councillor | LGR s188 | 68 |
| <ul style="list-style-type: none"> ▪ for a local government employee – the name of, and position held by, the local government employee | | |
| <ul style="list-style-type: none"> ▪ the destination of the overseas travel | | |
| <ul style="list-style-type: none"> ▪ the purpose of the overseas travel | | |
| <ul style="list-style-type: none"> ▪ the cost of the overseas travel | | |
| The annual report may also contain any other information about the overseas travel the local government considers relevant | | |
| The annual report for a financial year must contain a summary of | | |
| <ul style="list-style-type: none"> ▪ the local government's expenditure for the financial year on grants to community organisations | LGR s189(former version) and LGR s354 | 90 |
| <ul style="list-style-type: none"> ▪ expenditure from each councillor's discretionary fund, including: <ul style="list-style-type: none"> — the name of each community organisation to which an amount was allocated from the fund; and — the amount and purpose of the allocation. | | 183 |
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| The annual report for a financial year must also contain the following information | | |
| <ul style="list-style-type: none"> ▪ the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual Operational Plan | LGR s190 | 10 |
| <ul style="list-style-type: none"> ▪ particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year | | 24 |
| <ul style="list-style-type: none"> ▪ an annual operations report for each commercial business unit, which means a document that contains the following information for the previous financial year <ul style="list-style-type: none"> — information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan — particulars of any changes made to the unit's annual performance plan for the previous financial year, including the impact the changes had on the unit's financial position, operating surplus or deficit and prospects. — particulars of any directions the local government gave the unit. | | 82 |
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| <ul style="list-style-type: none"> ▪ details of any action taken for, and expenditure on, a service, facility or activity <ul style="list-style-type: none"> — supplied by another local government under an agreement for conducting a joint government activity — for which the local government levied special rates or charges for the financial year; | | - |
| | | 73 |
| | | 73 |

| REQUIREMENT | REFERENCE | PAGE |
|---|-----------|------|
| The annual report for a financial year must contain a summary of | | |
| <ul style="list-style-type: none"> the number of invitations to change tenders under section 228(7) of the LGR during the financial year; | LGR s190 | 82 |
| <ul style="list-style-type: none"> a list of the registers kept by the local government; | | 74 |
| <ul style="list-style-type: none"> a summary of all concessions for rates and charges granted by the local government; | | 87 |
| <ul style="list-style-type: none"> the report on the internal audit for the financial year; | | 75 |
| <ul style="list-style-type: none"> a summary of investigation notices given in the financial year under S49 of the LGR for competitive neutrality complaints; | | 81 |
| <ul style="list-style-type: none"> the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under S52(3) of the LGR. | | 81 |

The following provides references to the relevant pages of this report that relate to the legislative disclosure requirements of the *Public Sector Ethics Act 1994*.

| REQUIREMENT | REFERENCE | PAGE |
|--|-----------|------|
| REPORTING | | |
| <p>The chief executive officer of a public sector entity must ensure that each annual report of the entity includes an implementation statement giving details of the action taken during the reporting period to comply with the following sections:</p> <ul style="list-style-type: none"> section 15 (Preparation of codes of conduct) section 21 (Education and training) section 22 (Procedures and practices of public sector entities). | PSEA s23 | 71 |
| PREPARATION OF CODES OF CONDUCT | | |
| <ul style="list-style-type: none"> The chief executive officer of a public sector entity must ensure that a code of conduct is prepared for the entity | LGR s182 | 71 |
| <ul style="list-style-type: none"> Publish the report on council's website within 2 weeks of adoption. | | - |
| EDUCATION AND TRAINING | | |
| <p>(1) The chief executive officer of a public sector entity must ensure that public officials of the entity are given access to appropriate education and training about public sector ethics.</p> <p>(2) In particular, the education and training must relate to:</p> <ol style="list-style-type: none"> the operation of this Act; and the application of ethics principles and obligations to the public officials; and the contents of the entity's approved code of conduct; and the rights and obligations of the officials in relation to contraventions of the approved code of conduct. | PSEA s21 | 71 |
| PROCEDURES AND PRACTICES OF PUBLIC SECTOR ENTITIES | | |
| <p>The chief executive officer of a public sector entity must ensure that the administrative procedures and management practices of the entity have proper regard to:</p> <ol style="list-style-type: none"> this Act and, in particular, the ethics principles and values; and the entity's approved code of conduct. | PSEA s22 | 71 |

GLOSSARY

| TERM | DEFINITION |
|--|--|
| Advance Ipswich | Advance Ipswich is council's long-term plan for the city, built on community desires for the city's future and reflecting the actions that council and the community need to progress to realise this vision. The plan responds to the current and future changes in the city and the related opportunities and challenges. Advance Ipswich builds on the programs and strategies in the previous i2020 and i2031 Community Plans. The document is publicly available on council's website. |
| Advocacy | Advocacy is support and action by individuals, organisations, groups and other community members in support of or against a particular issue or policy. |
| Annual Report | Legislatively required to be produced annually, the Annual Report details council's progress and financial performance with the implementation of the city's vision as reflected in the Corporate Plan. The report is publicly available on council's website. |
| Assets | Assets are tangible and intangible holdings, possessions, capital or resources belonging to and controlled by council. |
| Budget | The annual budget outlines revenue and planned capital and operational expenditure approved for a financial year. The budget document is publicly available on council's website. |
| Capital Works Program | The capital works program is an annual program of activities of building, engineering and other works that council adopts to create, construct and install assets and other facilities. For council, the program's projects typically include construction of buildings, roads and bridges, structures, parks and playgrounds. |
| Commercial Business Unit | A Commercial Business Unit is a unit of a local government that conducts business in accordance with the key principles of commercialisation (e.g. clarity of objectives; robust governance and competitive neutrality) in order to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit. |
| Community | Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists. |
| Community Engagement | Community Engagement is the process council utilises to build relationships with community organisations and/or groups of individuals united under a common cause or objective and work collaboratively with them towards common goals that benefit the engaged stakeholder and the wider community. |
| Competitive Neutrality | Competitive neutrality concerns local government business activities which are in competition with the private sector should not have competitive advantages or disadvantages simply by virtue of their council ownership or control. |
| Core Business | Core business is those activities which are undertaken to meet the community's needs. These items are reflected in council's services catalogue. |
| Core values | Council adheres to five values – Collaboration, Communication, Integrity, Efficiency, and Leadership. |
| Corporate Plan | The Corporate Plan is a strategic document which shapes the path to achieve the strategic direction of council. It should outline performance measures and targets for monitoring progress in achieving our vision for the future of the city. |
| Governance | Governance is council's process by which it makes and implements decisions, is controlled and managed, is directed and reviewed. |
| iGO Public Transport Advocacy and Action Plan | The Ipswich Transport Plan (iGO) that outlines council's aspirations to Advance Ipswich's transport system and guide future transport policy, resourcing and investment decision-making. |
| Ipswich Planning Scheme | The Ipswich Planning Scheme is the statutory local planning instrument that provides the framework for managing development in the Ipswich local government area in an integrated, efficient, effective, transparent and ecologically sustainable way. The scheme was prepared in accordance with the requirements of the (now repealed) <i>Integrated Planning Act 1997</i> . |
| Local Government Act 2009 | The <i>Local Government Act 2009</i> is the principal legislation which provides the legal framework for Queensland's local government sector. |
| Local Government Area (LGA) | The Local Government Area (LGA) is an administrative division of the State of Queensland for which council is responsible for managing. In Ipswich the LGA has an area of 1,090 square kilometres. |
| Local Government Regulation 2012 | <i>The Local Government Regulation 2012</i> is subordinate legislation to the <i>Local Government Act 2009</i> . |
| Long-Term Financial Forecast (LTFF) | The Long-Term Financial Forecast (LTFF) accompanies the budget and includes a similar estimation of revenue, expenses and capital expenditure but for a longer period of time, in this case 10 years. The LTFF should set out the economic and fiscal outlook for Ipswich and include capital expenditure, expense and revenue estimates for the current financial year, the budget year and nine forward financial years. From its assumptions, the LTFF sets the desired financial boundaries within which the organisation can plan for its future. |

| TERM | DEFINITION |
|---|--|
| Operational Plan | The annual Operational Plan sets key priority projects and actions that will be undertaken in a one year period of the Corporate Plan. The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success. Operational Plans must align with the annual budget. Operational plans are required under the <i>Local Government Act 2009</i> (The Act) and <i>Local Government Regulation 2012</i> (The Regulation). |
| Policy | A policy sets out council's strategic position, viewpoints and values, and assists decision making on matters that often impact on, and are of concern to, the community. Some policies (statutory policies) are a requirement of legislation and ensure compliance with statutory obligations. Other policies are developed to address matters that impact our residents and businesses and/or the administration of council funds (e.g. Ipswich Enviroplan Program and Levy Policy). They may also set a strategic direction for council or articulate council's position on an issue affecting the community. |
| Procedure | A procedure details a series of steps or processes that define the how, when and who is required to perform a function under council's policy or administrative directives. Procedures are largely internal documents. |
| Project | A project is a temporary endeavour undertaken to create a unique product, service or result. A project differs from operations in that: <ul style="list-style-type: none"> operations are performed by relatively stable teams through ongoing and repetitive processes and are focused on sustaining the organisation projects are performed by temporary teams (i.e. teams established for the specific purpose of delivering the project), are non-repetitive and provide unique deliverables. |
| Quarterly Report | Section 174 of the <i>Local Government Regulation 2012</i> requires the chief executive officer to present a written assessment of the local government's progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than three months. Council meets this requirement through the preparation of a Quarterly Corporate Performance Report, which provides substantive evidence for council and the community of progress in delivering on the annual Operational Plan each quarter. |
| Risk management | Risk management is concerned with the processes and activities relating to the identification, evaluation and controlling of an organisation with regard to risk as outlined in the Australian Standard AS/NZS ISO 31000:2009 Risk management: principles and guidelines. |
| Services Catalogue | The Services Catalogue lists all categories of core business which can include services legislated to council e.g. licensing food businesses, and those non-legislated or discretionary services e.g. providing free immunisation clinics for high school children. |
| South East Queensland Regional Plan 2017 | The South East Queensland Regional Plan 2017 is a Queensland Government Plan (also known as ShapingSEQ) which provides a regional framework for growth management, and sets planning direction for sustainable growth, global economic competitiveness and the quality of life. |
| Stakeholder | A stakeholder is any person, group or organisation who can place a claim on an organisation's attention, resources or output, or is affected by that output. They have a stake in the organisation, something at risk, and therefore something to gain or lose as a result of corporate activity. |
| Strategic Planning | The overarching continuous and systematic process council uses to identify future outcomes and how these outcomes will be achieved and their success measured. |
| Strategy | A strategy is a long-term document that sets out council's strategic position and direction for particular issues e.g. transport; livability; sustainability; physical activity; tourism etc. A strategy captures the following elements for council: where we are, where we are going, how we will get there, and how we will know when we get there. |
| Community Funding and Support | Community Funding and Support is concerned with community outbound financial and in-kind support. |

COMMUNITY AND DISCRETIONARY FUNDING

Section 189 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on the local government's expenditure for the financial year on grants to community organisations. This information must contain expenditure from each councillor's discretionary fund, the name of each community organisation funded and the amount and purpose of that allocation. In the 2019–2020 financial year, council administered community funding which included the following:

| APPLICANT | PROJECT TITLE | TOTAL AMOUNT ALLOCATED (EXCL GST) |
|---|--|-----------------------------------|
| BUSHCARE GROUP SUPPORT | | |
| All groups | All sites – establishment equipment and maintenance during COVID-19 | \$6,499.24 |
| Garden of Eden Group (Auspiced by Bremer Catchment Association) | Cribb Park, North Ipswich | \$3,860.00 |
| Mason's Gully Bushcare Group | Mason's Gully, Rosewood | \$900.00 |
| Springfield Lakes Nature Care Inc | Opossum Creek, Brookwater | \$79.00 |
| TOTAL | | \$11,338.24 |
| CHRISTMAS/FESTIVE SEASON GRANTS | | |
| ALARA QLD Limited | Annual Christmas Party for People with a Disability | \$1,000.00 |
| Churches of Christ Care | Churches of Christ Care South West Foster and Kinship Family Christmas Winter Wonderland Party | \$1,345.50 |
| Churchill Baptist Church | Carols in the Park 2019 | \$1,500.00 |
| Collingwood Park Primary P&C Association | Carols by Torchlight 2019 | \$1,500.00 |
| Domestic Violence Action Centre | DVAC End of Year Christmas Party | \$1,500.00 |
| Focal Community Living Inc | Focal Christmas in the Park | \$442.70 |
| Foundations Care | 2019 Foster Carers and Children Christmas Party | \$750.00 |
| Gailes Residents Committee | Cassie Paton | \$1,500.00 |
| Glebe Road Uniting Church | Carols in the Park | \$1,125.00 |
| Kruger Parade Baptist Church | Kruger Christmas Carols 2019 | \$1,500.00 |
| Leichhardt Baptist Church | Community Christmas Carols | \$637.50 |
| Lions Club of Rosewood Inc | Rosewood Lions Christmas Street Carnival | \$1,500.00 |
| Livecity Church LTD | Redbank Plains Christmas Carols 2019 | \$1,500.00 |
| Marburg and District A and I Association inc | Marburg Show Society | \$1,500.00 |
| Marburg Community Carols Committee | Christmas Carols Event | \$1,302.24 |
| Multicultural Australia | Redbank Plains Outdoor Christmas Cinema | \$1,012.50 |
| Raceview Congregational Fellowship Incorporated | Christmas Carols under the Christmas Tree | \$1,500.00 |
| Rosewood & District Support Centre Incorporated | Rosewood's Community Christmas Carols | \$181.45 |
| Tivoli Social Enterprises Limited | Christmas In Ipswich for Kids | \$1,055.46 |
| TOTAL | | \$22,352.35 |

| APPLICANT | PROJECT TITLE | TOTAL AMOUNT ALLOCATED (EXCL GST) |
|---|--|-----------------------------------|
| COMMUNITY DEVELOPMENT GRANTS | | |
| AEIOU Foundation | Play to Learn Equipment! | \$3,298.63 |
| Australian Kookaburra Kids Foundation Limited | Mental health early intervention for young people from Ipswich living in families affected by mental illness | \$918.99 |
| Australian Migrants Int-Actions Inc | Employability Training for Burundian living in Ipswich | \$2,500.00 |
| Blair State School Parents and Citizens Association | Interschool Sports Uniform Provision | \$3,750.00 |
| Brisbane Multicultural Arts Centre (BEMAC) Limited | Get Prep'D For Song Writing | \$5,000.00 |
| BUSY At Work | BUSY Building a better Ipswich | \$3,401.13 |
| Centro Church | Youth Camp Leaders Identifiable shirts | \$528.28 |
| Churches of Christ Care | Connecting with Nature and Building Community | \$2,038.68 |
| Court Network Inc | Update and reprint of Victims Support Unit Guide to supporting victims or crime through the court process | \$2,242.50 |
| Multicultural Australia | Intercultural and Inter-generational Women's Forum | \$3,459.33 |
| Neami National | Stop Breathe Connect Create | \$2,748.07 |
| Rosewood & District Support Centre Incorporated | Establishment of Community Garden and Workshop | \$2,874.16 |
| Springfield Gamers | Board and Card Game Library | \$1,351.28 |
| Springfield Lakes Nature Care Inc | Identifying Birds of Springfield | \$2,302.80 |
| STAR Community Services Ltd | Singalong to overcome social isolation in the elderly | \$705.45 |
| STAR Community Services Ltd | Sing the Roof Off | \$1,001.25 |
| Vietnamese Women's Association of QLD | Vietnamese Women's Association Sewing Project | \$3,514.87 |
| TOTAL | | \$41,635.42 |
| COMMUNITY DONATIONS | | |
| Auscongo Network Incorporated | Congo Flavour Event | \$3,750.00 |
| Batswana in Queensland Association (BIQA) | Addressing our community welfare and needs | \$6,120.68 |
| Christian Reformed Church of Tivoli | CAP Training sessions | \$2,034.00 |
| Christian Reformed Church of Tivoli | Purchase of equipment | \$2,387.25 |
| Compassion For Animals Society | Gala Ball Fundraiser | \$900.00 |
| Dinmore Bushrats Soccer and Sports Club Inc | R2R Return to Riverview | \$2,650.99 |
| Festival of Learning | Festival of Learning Event | \$33,187.87 |
| Friends of Lakes Cultural Association | Christmas Concert and New Year Function | \$900.00 |
| Friends of Lakes Cultural Association Inc. (FOLCA) | PONNONAM 2019 | \$2,000.00 |
| Fusion Arts Inc | Performing in local Nursing Homes | \$9,707.48 |
| Gailes Residents Committee Inc | Kidz Biz January and April 2020 School Holiday Program | \$1,463.25 |
| Goodna RSL Sub Branch | Remembrance Day Commemorative Service | \$1,039.60 |
| Goodna Street Life Inc | Carols by Candlelight | \$3,150.00 |
| Harvest Rain Christian Care Limited | Purchase of Upright Freezer for Frozen Meals for the People in Need | \$10,570.03 |

| APPLICANT | PROJECT TITLE | TOTAL AMOUNT ALLOCATED (EXCL GST) |
|---|--|-----------------------------------|
| Harvest Rain Christian Care Ltd | Christmas Day Community Dinner | \$1,000.00 |
| Ipswich & District Rifle Club Inc | Ipswich and District Rifle Club 160th Anniversary Open Prize Meeting | \$2,211.55 |
| Ipswich Acappella Harmony Club Inc | Women's Uniforms | \$900.00 |
| Ipswich Central State School P&C | Ipswich Central Community Carols | \$4,045.00 |
| Ipswich Community Care Fund inc | Purchase of equipment | \$299.25 |
| Ipswich Community Care Fund Pty Ltd | Christmas Luncheon | \$551.00 |
| Ipswich Cycling Club | State Junior Road Cycling Championships | \$2,181.00 |
| Ipswich Hospice Care Inc. | Care at the End of Life Website | \$3,080.00 |
| Ipswich Musical Theatre Company Inc | MAMMA MIA | \$15,000.00 |
| Ipswich Show Society | Steward School | \$750.00 |
| Ipswich Softball Umpires Inc | Ipswich Softball Umpires Inc Start Up Project | \$3,545.63 |
| Ipswich State High School P&C | Purchase and installation of goal posts for girl's football program | \$10,000.00 |
| Kruger Parade Baptist Church | Kruger Easter Festival | \$5,000.00 |
| Leichhardt Baptist Church | ANZAC Day Memorial Service (cancelled and funds returned) | \$2,500.00 |
| Leichhardt State School | NAIDOC Day celebrations | \$1,545.00 |
| Lions Club of Rosewood Inc | Lions Club of Rosewood Christmas Street Carnival | \$1,303.40 |
| LiveCity Church Ltd | Redbank Plains Christmas Carols 2019 | \$15,000.00 |
| Marburg and District Residents Association Inc | Black Snake Creek Festival | \$1,050.00 |
| National Seniors Australia Ipswich and District Branch Inc | End of Year Celebration with Lunch | \$787.50 |
| National Seniors Australia Ipswich and District Branch Inc | Linking Ipswich Seniors Through Technology | \$2,099.00 |
| Probus Ipswich East Club Inc | Membership Recruitment Day | \$500.00 |
| Probus Ipswich East Club Inc | Purchase of equipment | \$439.00 |
| Queensland Pathways State College | QPSC Holiday Program | \$1,179.82 |
| Queensland Pathways State College | QPSC HP Program | \$1,268.70 |
| Queensland Pioneer Steam Railway Coop | Purchase and transport of locomotive | \$36,420.00 |
| Raceview State School P&C Assn | 2019 Spring Fair | \$471.00 |
| Redbank Palms Residents Resort Association | Christmas Dinner | \$500.00 |
| Rosewood & District Support Centre Inc | Summer Family Fun Day | \$825.93 |
| Rotary Club of Ipswich North | Police, Fire and Emergency Services Officer of the Year Awards 2019 | \$1,125.00 |
| SENIORNET ASSOCIATION INCORPORATED | END OF YEAR BREAK UP | \$510.00 |
| Springfield Lakes Nature Care Inc | Richmond Birdwing Butterfly Recovery workshop | \$558.75 |
| Springfield Lakes State School Parents and Citizens Association | Shade and Soft-Fall - Year 5/6 playground | \$13,832.80 |

| APPLICANT | PROJECT TITLE | TOTAL AMOUNT ALLOCATED (EXCL GST) |
|---|--|-----------------------------------|
| St Edmunds College | Confraternity Rugby League | \$1,200.00 |
| St Edmunds College | Skool 2 Skoolies Charity Bike Ride | \$6,000.00 |
| St Mary's College Ipswich | St Mary's College 2019 Gala Dinner | \$2,550.00 |
| St Vincent de Paul Society Queensland | New Roof for Vinnies Rosewood Centre for Charity | \$7,078.50 |
| Staines Memorial College | IMPACT celebration (Instrumental Music, Performing Arts, Culture and Talent) | \$3,750.00 |
| Sudanese-Australian Lost Boys and Girls Organisation of South Sudan (SALBAGOSS) Inc | Celebration of Cultural Education Achievement | \$2,500.00 |
| Swifts Rugby League Club Inc. | 2020 Masters Runaway Bay | \$1,125.00 |
| The Corporation of the Trustees of the Roman Catholic Archdiocese of Brisbane | Christmas Eve Celebrations | \$4,244.25 |
| The Lady Musgrave Trust | Upgrade to Lady Musgrave Trust Accommodation for Women in Ipswich | \$11,740.00 |
| The Message of the Cross Ministries International Network | Purchase of equipment – Crossfire Support Services Initiative | \$5,549.25 |
| The Pyjama Foundation Ltd | Christmas Party for Kids in Care | \$750.00 |
| Tivoli Social Enterprises Limited | Tivoli STEM show | \$1,000.00 |
| Tivoli Social Enterprises Limited | COVID-19 Community Meals Project | \$11,790.00 |
| Tivoli Social Enterprises Ltd | Christmas in Ipswich for Kids | \$13,500.00 |
| Varnam Cultural Society (QLD) Inc | Multicultural Tamil and Indian New Year Celebrations | \$7,715.90 |
| Vision Christian Family | Family Fun Day | \$1,500.00 |
| Walloon State School P&C | Outdoor Play Equipment | \$10,125.00 |
| Weight Reduction Club of Ipswich (Tuesday Night) Inc | Purchase of Data projector and screen | \$589.50 |
| Willowbank Area Group | Advertising and venue hire costs | \$872.00 |
| Y-Care SE QLD Inc | Formal 2019 | \$3,989.50 |
| Y-Care SE QLD Inc | Purchase portable coffee cart and equipment/Engage professional artist | \$11,474.27 |
| YMCA of Brisbane | Christmas and Easter School holiday program | \$4,980.35 |
| Young Life Australia | Summer Camp 2020 | \$1,000.00 |
| Zonta Club of Ipswich Inc | 2020 International Women's Day Breakfast | \$1,829.70 |
| TOTAL | | \$327,193.70 |
| ENVIRONMENT AND SUSTAINABILITY GRANTS | | |
| Garden of Eden | Garden of Eden Project – Section 4 | \$2,000.00 |
| QTFN | Riparian restoration koala habitat | \$2,000.00 |
| Rosewood State School | Science Garden Development | \$1,020.00 |
| Springfield Lakes Nature Care | Clean Up Australia Day 2020 – Springfield Lakes | \$1,010.00 |
| St Mary's Primary School | Meditation and Community Garden | \$1,280.00 |
| Vietnamese Women's Association of QLD | VWA Community Garden | \$1,036.00 |
| Wildlife Carer | Operation Caregiver | \$570.00 |
| TOTAL | | \$8,916.00 |

| APPLICANT | PROJECT TITLE | TOTAL AMOUNT ALLOCATED (EXCL GST) |
|---|---|-----------------------------------|
| QUICK RESPONSE FUNDING PROGRAM | | |
| Ipswich 60 and Better Program Inc | Vital Vegetables Workshops | \$313.56 |
| Ipswich Woodcrafters Club | Bribie Island Woodworking Competition (approved in June 2019) | \$577.50 |
| Prostate Cancer Foundation of Australia | Storage for Ipswich Support Group | \$332.68 |
| Redbank Plains Residents Assoc | Christmas in July (approved in June 2019) | \$400.00 |
| Richmond Fellowship QLD | 2019 Ipswich Mental Health and Wellbeing Expo | \$474.37 |
| Springfield Lakes Nature Care Inc | Waterbug Blitz Training | \$664.77 |
| The Message of the Cross Ministries International Network | Ipswich Translink Drop In Initiative | \$475.31 |
| The Potters House | Polynesian Festival | \$750.00 |
| YMCA of Brisbane - Springfield Lakes Community Centre | June/July school holiday program | \$750.00 |
| TOTAL | | \$4,738.19 |
| REGIONAL ARTS DEVELOPMENT FUND | | |
| Debbie Chilton | Quick Response Grant – Meeting Place 2019 | \$555.00 |
| Eugene Gilfedder | The Legends of Cocky Jerry Jar – Creative Development | \$5,000.00 |
| Fusion Arts | The Little Mermaid – Junior Musical | \$6,100.00 |
| Greg Huglin | Noosa Film Academy Filmmaking Workshop Roadshow for Ipswich Schools | \$10,490.00 |
| Jolanta Szymczk | Quick Response Grant – Museum and Galleries Queensland Conference | \$812.45 |
| Kendal Newman | Level-up Ipswich Music Production | \$9,500.00 |
| THAT Production Company | Falture to Launch – Creative Development | \$8,400.00 |
| TOTAL | | \$40,857.45 |
| SCHOOL HOLIDAY PROGRAM | | |
| Gailes Residents Committee | Kidz Biz School Holiday Program | \$1,000.00 |
| Gailes Residents Committee | Kidz Biz School Holiday Program | \$1,063.64 |
| Leichhardt Community Group Inc | September–October 2019 School Holiday Program | \$1,238.98 |
| Multicultural Australia | Redbank Plains July School Holiday Program | \$467.36 |
| Multicultural Australia | Redbank Plains Sept/ Oct School Holiday Program | \$837.90 |
| Queensland Pathways State College | Holiday Program Term 2 | \$510.82 |
| Riverview Neighbourhood House Association Inc | September School Holiday Program | \$915.46 |
| Rosewood & District Support Centre Incorporated | Winter Family Fun | \$1,102.86 |
| YMCA of Brisbane (Springfield Lakes Community Centre) | July School Holiday Program | \$637.92 |
| YMCA of Brisbane (Springfield Lakes Community Centre) | September School Holiday Program | \$1,157.74 |
| TOTAL | | \$8,932.68 |

| APPLICANT | PROJECT TITLE | TOTAL AMOUNT ALLOCATED (EXCL GST) |
|---|---|-----------------------------------|
| SPORT AND RECREATION GRANTS | | |
| Ipswich and West Moreton Cricket Association | Junior Recruitment | \$1,000.00 |
| Ipswich Cats Australian Football Club | AFLQ Brisbane Junior Finals | \$3,000.00 |
| Ipswich Knights Soccer Club | Ipswich Knights Come and Try Day | \$2,000.00 |
| Ipswich Knights Soccer Club | Smart Irrigation Upgrades | \$5,000.00 |
| Ipswich Squash Inc | Ipswich Closed Squash Tournament | \$500.00 |
| Ipswich Vigoro Association | Family Fun 90th Reunion Gala Day | \$2,160.00 |
| Karalee Swim Club | Maccas Mini Meet Club Championships | \$1,500.00 |
| Marburg-Mt Crosby Thunder Cricket Club | Woolworths Master Blaster Program | \$1,500.00 |
| Woogaroo Sporting Club | Woogaroo Swimming Club Long Course Preparation Meet | \$6,250.00 |
| TOTAL | | \$22,910.00 |
| TRIENNIAL GRANTS | | |
| Multicultural Australia | The Balance Project (total 3 year funding of \$15,234.08) | \$8,461.02 |
| WILLOWBANK AREA GROUP GRANTS | | |
| Ipswich Koala Protection Society Inc | Equipment Purchase | \$4,231.00 |
| The Scout Association of Australia, Qld Branch (Raceview) | Purchase administration office computing equipment | \$3,589.00 |
| Willowbank Area Group | Administrative Costs | \$650.00 |
| Willowbank Area Group | Community Defibrillator | \$2,554.95 |
| TOTAL | | \$11,024.95 |
| YOUNG PERFORMING ARTIST BURSARY | | |
| All Star Dance | Workshops and performances at Disney Florida | \$700.00 |

BREAKDOWN OF COUNCILLOR EXPENSES

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|-------------------------------|----------------|---------------------------|--------------------------|--|-------------------|
| TERESA HARDING (MAYOR) | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 020282611 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.11 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5840 - Anzac Day Wreaths for Mayor Harding | \$66.82 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5841 - Anzac Day Wreaths for Mayor Harding | \$66.82 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180224420 - Mayor Harding - QT Unlimited Digital Subscription | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Mayor Teresa Harding - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Mayor Teresa Harding - Single Sided | \$65.00 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 183635620 - Mayor Harding - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | LGAQ Civic Leaders Summit Live Stream - Hosted by Ipswich Council - Civic Centre charge | \$268.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | LGAQ Civic Leaders Summit Live Stream - Hosted by Ipswich Council - Civic Centre charge | \$85.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | LGAQ Civic Leaders Summit Live Stream - Hosted by Ipswich Council - Civic Centre charge | \$202.00 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$487.37 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$92.54 |
| SUB TOTAL | | | | | \$1,739.02 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$432.69 |
| SUB TOTAL | | | | | \$4,326.90 |
| TOTAL | | | | | \$6,065.92 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|-----------------------|----------------|---------------------------|--------------------------|--|-------------------|
| SHEILA IRELAND | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02699319 BOOTS WMN SFTY L/U 49-432 WHT FC Procurement Branch - Stores 13/05/2020 | \$106.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Ireland | \$60.05 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180226159 - Cr Ireland - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Sheila Ireland - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 183637782 - Cr Ireland - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other Services | Blue Card Services online payment | \$92.30 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$0.69 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$0.92 |
| SUB TOTAL | | | | | \$582.93 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,332.93 |
| JACOB MADSEN | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02028159 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Madsen | \$60.05 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180226949 - Cr Madsen - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Jacob Madsen - Double Sided | \$75.00 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|---------------------|----------------|---------------------------|--------------------------|--|-------------------|
| Jun-20 | Cr Expenses | Other Goods & Services | Other Services | Blue Card Services online payment | \$92.30 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$0.54 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$0.58 |
| SUB TOTAL | | | | | \$533.46 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,283.46 |
| NICOLE JONIC | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02699302[1]BOOTS WMN SFTY L/U 49-432 WHT FC Procurement Branch - Stores 30/04/2020 | \$106.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Jonic | \$60.05 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180227962 - Cr Jonic - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Nicole Jonic - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 183642320 - Cr Jonic - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$103.23 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$18.72 |
| SUB TOTAL | | | | | \$610.97 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|---------------------|----------------|---------------------------|--------------------------|---|-------------------|
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,360.97 |
| PAUL TULLY | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02028193 1 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Tully | \$60.05 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180227192 - Cr Tully - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Paul Tully - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 183640144 - Cr Tully - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| SUB TOTAL | | | | | \$465.49 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,215.49 |
| MARNIE DOYLE | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02028244 1 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Doyle | \$60.05 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|-----------------------|----------------|---------------------------|--------------------------|--|-------------------|
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180228159 - Cr Doyle - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Marnie Doyle - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other Services | Blue Card Services online payment | \$92.30 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 187131617 - Cr Doyle - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$99.94 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$23.34 |
| SUB TOTAL | | | | | \$681.07 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,431.07 |
| ANDREW FECHNER | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02028210 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Fechner | \$60.05 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180229115 - Cr Fechner - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Andrew Fechner - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other Services | Blue Card Services online payment | \$92.30 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$0.50 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$0.66 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|------------------------|----------------|---------------------------|--------------------------|---|-------------------|
| SUB TOTAL | | | | | \$533.50 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,283.50 |
| KATE KUNZELMANN | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02028346 1 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Kunzelmann | \$60.06 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180229970 - Cr Kunzelmann - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Kate Kunzelmann - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 183646066 - Cr Kunzelmann - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other Services | Blue Card Services online payment | \$92.30 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$7.73 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$2.08 |
| SUB TOTAL | | | | | \$567.61 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|-------------------------|----------------|---------------------------|--------------------------|---|-------------------|
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,317.61 |
| RUSSELL MILLIGAN | | | | | |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02028227 1 BOOTS SFTY L/UP 34-632 PU SOLE WHT FC Procurement Branch - Stores 16/04/2020 | \$82.47 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Name badge with magnet attachment (PO 200765) | \$17.08 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | 5842 - Anzac Day Wreaths for Cr Milligan | \$60.06 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 180230092 - Cr Milligan - QT Unlimited Digital Subscription 30/04/20-28/05/20 | \$0.90 |
| Jun-20 | Cr Expenses | Other Goods & Services | Office Supplies | Business Card - Cr Russell Milligan - Double Sided | \$75.00 |
| Jun-20 | Cr Expenses | Newspapers / Publications | Books Journals Subscript | 183646085 - Cr Milligan - QT Unlimited Digital Subscription - 28/05/20 to 25/6/20 | \$25.45 |
| Jun-20 | Cr Expenses | Telecoms | Communications | 1 x phone service and 2 x data services - Apr 2020, May 2020, Jun 2020 | \$204.54 |
| Jun-20 | Cr Expenses | Photocopier Meterage | Maintenance | Photocopier Meterage Apr 2020, May 2020, Jun 2020 | \$0.23 |
| Jun-20 | Cr Expenses | Office Supplies | Office Supplies | Photocopier Paper Apr 2020, May 2020, Jun 2020 | \$0.08 |
| SUB TOTAL | | | | | \$465.81 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Apr-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| May-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| Jun-20 | Cr Allowances | Car | Vehicle Allowance | | \$375.00 |
| SUB TOTAL | | | | | \$3,750.00 |
| TOTAL | | | | | \$4,215.81 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|-----------------------------|----------------|------------------------|-------------------|---|-------------------|
| COMBINED COUNCILLORS | | | | | |
| Apr-20 | Cr Expenses | Councillor Induction | Training | Facilitation of a half day workshop with newly elected Councillors | \$8,180.00 |
| May-20 | Cr Expenses | Other Goods & Services | Other Services | 03081 Dry Cleaning of Mayor's robe | \$41.55 |
| May-20 | Cr Expenses | Other Goods & Services | Other Services | 16 Repair, reposition medals, engrave and polish Mayor's chain | \$250.00 |
| May-20 | Cr Expenses | Other Goods & Services | SLA Charges | Australian Pet Welfare Foundation - Presentation - Civic Centre charge | \$268.00 |
| May-20 | Cr Expenses | Other Goods & Services | SLA Charges | Australian Pet Welfare Foundation - Presentation - Civic Centre charge | \$54.00 |
| May-20 | Cr Expenses | Other Goods & Services | SLA Charges | Australian Pet Welfare Foundation - Presentation - Civic Centre charge | \$17.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02530084 2 SUNSCREEN ACTV FAM HAMILTON SPF50+ 500ML FC Procurement Branch - Stores 04/03/2020 | \$33.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 55CM 1 HAT GREEN WITH LOGO 55CM FC Procurement Branch - Stores 04/03/2020 | \$7.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 02599561 4 HARDHAT TUFFMASTER LITE HC43WH WHITE FC Procurement Branch - Stores 16/04/2020 | \$31.32 |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 04297335 5 HARDHAT SAFETY VENTED HC600VWH WHITE FC Procurement Branch - Stores 16/04/2020 | \$39.85 |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 00727447 9 HAT STRAW FLURO MS50/RDY/2-M FC Procurement Branch - Stores 16/04/2020 | \$77.22 |
| Jun-20 | Cr Expenses | Other Goods & Services | Store Consumables | 03200564 9 VEST POLY X-BACK WH MVE013 T YELLOW XL FC Procurement Branch - Stores 16/04/2020 | \$52.20 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$1,248.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$1,425.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$1,073.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$303.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$303.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$151.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$1,075.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Catering Delivery to Springfield Library - Civic Centre charge | \$162.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$1,260.00 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Charges | ICC Councillor Induction - Civic Centre charge | \$930.00 |
| Jun-20 | Cr Expenses | Councillor Induction | Training | Media and Communications Masterclass (Elected Members) as per Project Ref: TS4547 (PO 199525) | \$6,050.00 |

| MONTH | REPORTING TYPE | REPORTING EXPENSE | EXPENDITURE TYPE | EXPENDITURE COMMENT | AMOUNT (EXCL GST) |
|--------------------|----------------|------------------------|---------------------------|---|---------------------|
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Ties | \$462.60 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Scarves | \$506.70 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Umbrella golf | \$129.60 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Business card holders | \$247.01 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Pens promotional (boxes of 50) | \$14.00 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Pencils promotional (boxes of 250) | \$40.00 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Note pads a5 (boxes of 90) | \$109.71 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | ICC plastic bags (packs of 100) | \$23.67 |
| Jun-20 | Cr Expenses | Councillor Induction | Materials Transfer | Bottle water copper vacuum insulated | \$246.93 |
| Jun-20 | Cr Expenses | Other Goods & Services | Council Insurance Premium | GC Personal Accident for period 17 April to 30 June 2020 - Endorsement to include Councillors | \$397.99 |
| Jun-20 | Cr Expenses | Other Goods & Services | Council Insurance Premium | GC Personal Accident for period 17 April to 30 June 2020 - Endorsement to include Councillors (Stamp Duty) | \$39.40 |
| Jun-20 | Cr Expenses | Councillor Induction | SLA Recovery | Councillor Induction Day reversal of charge | -\$21.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other Services | Laminating of maps for Councillor Support Team | \$41.82 |
| Jun-20 | Cr Expenses | Other Goods & Services | Other: Goods | Cleaning products for Councillor Support | \$10.91 |
| Jun-20 | Cr Expenses | Councillor Induction | Training | 1-day Protocols for Council Meetings workshop as per Project Ref: TS4549 | \$5,150.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | Councillor's Briefing Session - Civic Centre charge | \$267.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | Meeting with IED Management and x2 Councillors - Civic Centre charge | \$66.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | Councillor's Briefing Session - Civic Centre charge | \$55.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | Councillor's Briefing Session - Civic Centre charge | \$42.00 |
| Jun-20 | Cr Expenses | Councillor Induction | Training | Councillor's Meeting practises and Protocols - Civic Centre charge | \$269.00 |
| Jun-20 | Cr Expenses | Other Goods & Services | SLA Charges | Special Order - Morning Tea and Lunch for Mayor and Guests - Civic Centre charge | \$143.00 |
| Jun-20 | Cr Expenses | Councillor Induction | Other Services | Incoming Councillor's Photoshoot - 23 final edited images that are to remain the property of Ipswich City Council | \$1,020.00 |
| TOTAL | | | | | \$32,292.48 |
| GRAND TOTAL | | | | | \$145,598.48 |

BREAKDOWN OF COUNCILLOR REMUNERATION

| DATE | EXPENDITURE TYPE | AMOUNT |
|-------------------------------|------------------|--------------------|
| TERESA HARDING (MAYOR) | | |
| Mon 20-Apr-2020 | Remuneration | \$3,923.77 |
| Mon 27-Apr-2020 | Remuneration | \$3,923.77 |
| Mon 04-May-2020 | Remuneration | \$3,923.77 |
| Mon 11-May-2020 | Remuneration | \$3,923.77 |
| Mon 18-May-2020 | Remuneration | \$3,923.77 |
| Mon 25-May-2020 | Remuneration | \$3,923.77 |
| Mon 01-Jun-2020 | Remuneration | \$3,923.77 |
| Mon 08-Jun-2020 | Remuneration | \$3,923.77 |
| Mon 15-Jun-2020 | Remuneration | \$3,923.77 |
| Mon 22-Jun-2020 | Remuneration | \$3,923.77 |
| SUB TOTAL | | \$39,237.70 |
| Mon 20-Apr-2020 | Superannuation | \$372.76 |
| Mon 27-Apr-2020 | Superannuation | \$372.76 |
| Mon 04-May-2020 | Superannuation | \$372.76 |
| Mon 11-May-2020 | Superannuation | \$372.76 |
| Mon 18-May-2020 | Superannuation | \$372.76 |
| Mon 25-May-2020 | Superannuation | \$372.76 |
| Mon 01-Jun-2020 | Superannuation | \$372.76 |
| Mon 08-Jun-2020 | Superannuation | \$372.76 |
| Mon 15-Jun-2020 | Superannuation | \$372.76 |
| Mon 22-Jun-2020 | Superannuation | \$372.76 |
| SUB TOTAL | | \$3,727.60 |
| TOTAL | | \$42,965.30 |
| SHEILA IRELAND | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |

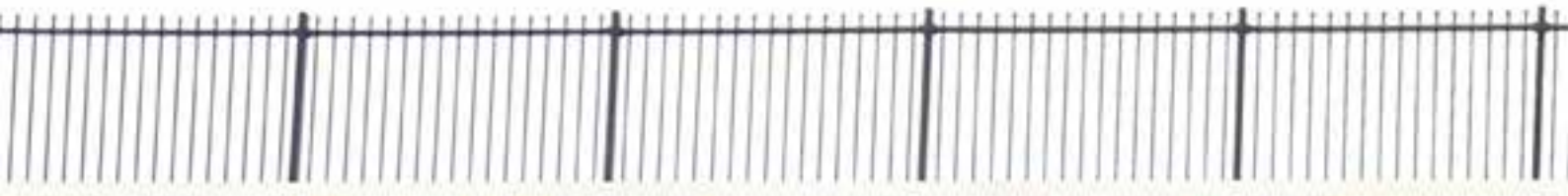
| DATE | EXPENDITURE TYPE | AMOUNT |
|---------------------|------------------|--------------------|
| Mon 20-Apr-2020 | Superannuation | \$282.51 |
| Mon 27-Apr-2020 | Superannuation | \$282.51 |
| Mon 04-May-2020 | Superannuation | \$282.51 |
| Mon 11-May-2020 | Superannuation | \$282.51 |
| Mon 18-May-2020 | Superannuation | \$282.51 |
| Mon 25-May-2020 | Superannuation | \$282.51 |
| Mon 01-Jun-2020 | Superannuation | \$282.51 |
| Mon 08-Jun-2020 | Superannuation | \$282.51 |
| Mon 15-Jun-2020 | Superannuation | \$282.51 |
| Mon 22-Jun-2020 | Superannuation | \$282.51 |
| SUB TOTAL | | \$2,825.10 |
| TOTAL | | \$26,367.60 |
| JACOB MADSEN | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |
| Mon 20-Apr-2020 | Superannuation | \$223.65 |
| Mon 27-Apr-2020 | Superannuation | \$223.65 |
| Mon 04-May-2020 | Superannuation | \$223.65 |
| Mon 11-May-2020 | Superannuation | \$223.65 |
| Mon 18-May-2020 | Superannuation | \$223.65 |
| Mon 25-May-2020 | Superannuation | \$223.65 |
| Mon 01-Jun-2020 | Superannuation | \$223.65 |
| Mon 08-Jun-2020 | Superannuation | \$223.65 |
| Mon 15-Jun-2020 | Superannuation | \$223.65 |
| Mon 22-Jun-2020 | Superannuation | \$223.65 |
| SUB TOTAL | | \$2,236.50 |
| TOTAL | | \$25,779.00 |

| DATE | EXPENDITURE TYPE | AMOUNT |
|---------------------|------------------|--------------------|
| NICOLE JONIC | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |
| Mon 20-Apr-2020 | Superannuation | \$282.51 |
| Mon 27-Apr-2020 | Superannuation | \$282.51 |
| Mon 04-May-2020 | Superannuation | \$282.51 |
| Mon 11-May-2020 | Superannuation | \$282.51 |
| Mon 18-May-2020 | Superannuation | \$282.51 |
| Mon 25-May-2020 | Superannuation | \$282.51 |
| Mon 01-Jun-2020 | Superannuation | \$282.51 |
| Mon 08-Jun-2020 | Superannuation | \$282.51 |
| Mon 15-Jun-2020 | Superannuation | \$282.51 |
| Mon 22-Jun-2020 | Superannuation | \$282.51 |
| SUB TOTAL | | \$2,825.10 |
| TOTAL | | \$26,367.60 |
| PAUL TULLY | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |

| DATE | EXPENDITURE TYPE | AMOUNT |
|---------------------|------------------|--------------------|
| Mon 20-Apr-2020 | Superannuation | \$282.51 |
| Mon 27-Apr-2020 | Superannuation | \$282.51 |
| Mon 04-May-2020 | Superannuation | \$282.51 |
| Mon 11-May-2020 | Superannuation | \$282.51 |
| Mon 18-May-2020 | Superannuation | \$282.51 |
| Mon 25-May-2020 | Superannuation | \$282.51 |
| Mon 01-Jun-2020 | Superannuation | \$282.51 |
| Mon 08-Jun-2020 | Superannuation | \$282.51 |
| Mon 15-Jun-2020 | Superannuation | \$282.51 |
| Mon 22-Jun-2020 | Superannuation | \$282.51 |
| SUB TOTAL | | \$2,825.10 |
| TOTAL | | \$26,367.60 |
| MARNIE DOYLE | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,730.95 |
| Mon 11-May-2020 | Remuneration | \$2,668.17 |
| Mon 18-May-2020 | Remuneration | \$2,668.17 |
| Mon 25-May-2020 | Remuneration | \$2,668.17 |
| Mon 01-Jun-2020 | Remuneration | \$2,668.17 |
| Mon 08-Jun-2020 | Remuneration | \$2,668.17 |
| Mon 15-Jun-2020 | Remuneration | \$2,668.17 |
| Mon 22-Jun-2020 | Remuneration | \$2,668.17 |
| SUB TOTAL | | \$26,116.64 |
| Mon 20-Apr-2020 | Superannuation | \$282.51 |
| Mon 27-Apr-2020 | Superannuation | \$282.51 |
| Mon 04-May-2020 | Superannuation | \$327.71 |
| Mon 11-May-2020 | Superannuation | \$320.18 |
| Mon 18-May-2020 | Superannuation | \$320.18 |
| Mon 25-May-2020 | Superannuation | \$320.18 |
| Mon 01-Jun-2020 | Superannuation | \$320.18 |
| Mon 08-Jun-2020 | Superannuation | \$320.18 |
| Mon 15-Jun-2020 | Superannuation | \$320.18 |
| Mon 22-Jun-2020 | Superannuation | \$320.18 |
| SUB TOTAL | | \$3,133.99 |
| TOTAL | | \$29,250.63 |

| DATE | EXPENDITURE TYPE | AMOUNT |
|------------------------|------------------|--------------------|
| ANDREW FECHNER | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |
| Mon 20-Apr-2020 | Superannuation | \$223.65 |
| Mon 27-Apr-2020 | Superannuation | \$223.65 |
| Mon 04-May-2020 | Superannuation | \$223.65 |
| Mon 11-May-2020 | Superannuation | \$223.65 |
| Mon 18-May-2020 | Superannuation | \$223.65 |
| Mon 25-May-2020 | Superannuation | \$223.65 |
| Mon 01-Jun-2020 | Superannuation | \$223.65 |
| Mon 08-Jun-2020 | Superannuation | \$223.65 |
| Mon 15-Jun-2020 | Superannuation | \$223.65 |
| Mon 22-Jun-2020 | Superannuation | \$223.65 |
| SUB TOTAL | | \$2,236.50 |
| TOTAL | | \$25,779.00 |
| KATE KUNZELMANN | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |

| DATE | EXPENDITURE TYPE | AMOUNT |
|-------------------------|------------------|---------------------|
| Mon 20-Apr-2020 | Superannuation | \$223.65 |
| Mon 27-Apr-2020 | Superannuation | \$223.65 |
| Mon 04-May-2020 | Superannuation | \$223.65 |
| Mon 11-May-2020 | Superannuation | \$223.65 |
| Mon 18-May-2020 | Superannuation | \$223.65 |
| Mon 25-May-2020 | Superannuation | \$223.65 |
| Mon 01-Jun-2020 | Superannuation | \$223.65 |
| Mon 08-Jun-2020 | Superannuation | \$223.65 |
| Mon 15-Jun-2020 | Superannuation | \$223.65 |
| Mon 22-Jun-2020 | Superannuation | \$223.65 |
| SUB TOTAL | | \$2,236.50 |
| TOTAL | | \$25,779.00 |
| RUSSELL MILLIGAN | | |
| Mon 20-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 27-Apr-2020 | Remuneration | \$2,354.25 |
| Mon 04-May-2020 | Remuneration | \$2,354.25 |
| Mon 11-May-2020 | Remuneration | \$2,354.25 |
| Mon 18-May-2020 | Remuneration | \$2,354.25 |
| Mon 25-May-2020 | Remuneration | \$2,354.25 |
| Mon 01-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 08-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 15-Jun-2020 | Remuneration | \$2,354.25 |
| Mon 22-Jun-2020 | Remuneration | \$2,354.25 |
| SUB TOTAL | | \$23,542.50 |
| Mon 20-Apr-2020 | Superannuation | \$282.51 |
| Mon 27-Apr-2020 | Superannuation | \$282.51 |
| Mon 04-May-2020 | Superannuation | \$282.51 |
| Mon 11-May-2020 | Superannuation | \$282.51 |
| Mon 18-May-2020 | Superannuation | \$282.51 |
| Mon 25-May-2020 | Superannuation | \$282.51 |
| Mon 01-Jun-2020 | Superannuation | \$282.51 |
| Mon 08-Jun-2020 | Superannuation | \$282.51 |
| Mon 15-Jun-2020 | Superannuation | \$282.51 |
| Mon 22-Jun-2020 | Superannuation | \$282.51 |
| SUB TOTAL | | \$2,825.10 |
| TOTAL | | \$26,367.60 |
| GRAND TOTAL | | \$255,023.33 |



Sarra






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