

IPSWICH CITY COUNCIL ■ ANNUAL PLAN

2025-2026



ACKNOWLEDGEMENT OF COUNTRY

Ipswich City Council respectfully acknowledges the Traditional Owners, the Jagera, Yuggera and Ugarapul People of the Yugara/Yagara Language Group, as custodians of the land and waters we share. We pay our respects to their Elders past and present, as the keepers of the traditions, customs, cultures and stories of proud peoples.

The Annual Plan 2025–2026 includes Ipswich City Council's (council) Operational Plan and Budget papers to present an overview of the key initiatives, core services and financial management for the financial year and shows how council will progress towards achieving the city's vision and city-wide outcomes for the community.

An electronic version of this report is available to view or download on the City of Ipswich website: ipswich.qld.gov.au.

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



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MAYOR'S MESSAGE



Ipswich City Council's 2025–2026 Annual Plan and Budget is a reflection on the long-term planning that we have done to position Ipswich for a bright future.

Through our ongoing commitment to financial sustainability, we will be operating with a budget surplus, an achievement that allows us to invest in what matters most to our Ipswich community.

The stability in our finances mean we can continue to deliver the high-quality services, programs and infrastructure that residents rely on.

We continue to offer some of the lowest council rates in the South East while rolling out a \$165 million capital works program, that is projected to grow to almost \$200 million in 2026–2027 and \$211 million the year after.

We are building a city that is not only growing but thriving. Work on the duplication of the Springfield Parkway and Springfield Greenbank Arterial is well advanced and the much-needed upgrade of Ripley Road is on track.

Our city has about 8,500 hectares of open space and we are investing heavily in our sporting fields, parks and playgrounds. We will expand our maintenance program to ensure our open spaces remain accessible and well-kept. We are reducing our waste to landfill with more than 55,000 households receiving a free green lid bin for garden organics, as we transition to the city-wide three bin household waste collection service.

The city has been significantly underfunded by both the Australian and Queensland governments, over the past couple of decades, not even coming remotely close to matching the trajectory of our rapid growth. As a result, we are facing a billion-dollar infrastructure gap over the coming decade.

Our Budget includes a dedicated infrastructure levy to begin addressing this significant shortfall in investment. These funds will be invested directly into projects that matter most to our community – upgrades to roads, improved intersections, park facilities and expanded transport infrastructure.

We continue to buffer our communities from skyrocketing costs while delivering more value for our residents than we ever have before through more free and low-cost activities to help stretch family budgets further.

Our welcoming libraries, vibrant major festivals and events, free plant program, energising Active and Healthy Ipswich program, free kerbside collection, art gallery and civic centre, continue to entertain and support our community.

Council delivered a thriving new city centre that offers diverse entertainment, dining and events with the Nicholas Street Precinct welcoming a record 1.7 million visits back to our city heart.

Each choice we have made to keep our city progressing, keeps costs down and deliver great services, we do with the community at the heart of those decisions. We will continue to put our residents first while maintaining a sensible and sustainable budget.

Mayor Teresa Harding
City of Ipswich

OUR ELECTED REPRESENTATIVES

Council's strategic leadership is provided by an elected Mayor and eight Councillors who serve to deliver transparent, accountable and effective local governance to the city. For further information on the city's Mayor and Councillors go to ipswich.qld.gov.au

Mayor Teresa Harding

Mayor Teresa Harding was officially sworn in as the 51st Mayor of Ipswich in April 2020 and is the first female Mayor in the city's 165-year history.

Mayor Harding brings to council more than 35 years of business, government and not-for-profit leadership, and more than 20 years' experience in leading large teams and managing complex projects within the public sector.

Leading the city through a period of unprecedented growth, Mayor Harding has secured more funding from the Australian and Queensland Governments for the benefit of the Ipswich community than any other mayor in recent history.

Under Mayor Harding's leadership, Ipswich's economy is booming and has reached a new milestone, breaking through the \$15 billion barrier for the first time in the city's history.

A career highlight for Mayor Harding was working in the Department of Defence where she spent seven years working on the F111 fighter jets at RAAF Base Amberley. She was promoted to Director Strike Reconnaissance Systems Program Office and led the maintenance, and later decommissioning, of the fleet of F111 fighter jets. Mayor Harding was privileged enough to have had a flight in the F111 in 2010.

She holds a Master in Management, Post Graduate Diploma in Management, Post Graduate Certificate in Information Technology, Diploma in Small Business Enterprises, has completed the Australian Institute of Company Directors Course and is a graduate of the Australian Command and Staff course at the Australian War College.

Mayor Harding was named 2021 McKinnon Emerging Political Leader of the Year for her work in introducing transformational transparency reforms to improve the accountability of officials elected to local government.

Mayor Harding and her husband Steven live in Raceview and have three adult children. Steven was born and raised in Ipswich and recently retired after 34 years of service in the Royal Australian Air Force.

Mayor Harding chairs the Council Ordinary Meetings and is on the Infrastructure, Planning and Assets Committee, Finance and Governance Committee, Community and Sport Committee, Economic and Cultural Development Committee, and Environment and Sustainability Committee.

Mayor Harding is the City of Ipswich Local Recovery and Resilience Group Chair, Advocacy Advisory Committee Chair and City of Ipswich Defence Industry Development and Attraction Committee Chair and is an Ipswich District Disaster Management Group member.

Mayor Harding is a Board Director on the Brisbane 2032 Olympic and Paralympic Games Organising Committee and the Council of Mayors South East Queensland.

A passionate lifelong volunteer, Mayor Harding is an active Rotarian with the Ipswich City Club, was the president of the Co-ordinating Organisation for the Disabled in Ipswich, has been on the P&C committee for her children's schools and was the secretary and treasurer of a multicultural football club.

Mayor Harding is proudly the patron of the mighty Ipswich Jets, RSL Goodna Sub Branch Women's Auxiliary, Ipswich Genealogical Society, Ipswich and District Rifle Club, Ipswich Pigeon Specialist Club, The Modern Game Club of Qld, Ipswich Legacy and Ipswich TPI Social Centre.

DIVISION 1 COUNCILLORS

Councillor Pye Augustine

Councillor Pye Augustine has been a resident of Ipswich for nearly two decades residing in the eastern suburbs and has raised three adult children.

Cr Augustine was born in South Africa, immigrating to Australia in 1980 and becoming an Australian citizen in 1984.

Workplace inclusivity and diversity are very important to Cr Augustine and she is very proud to be the first Ipswich Councillor of African heritage.

Cr Augustine has worked in the sporting sector for more than a decade as a Sports Administrator, starting up clubs like Springfield United and Western Pride Football Clubs. Cr Augustine also has 10 years' experience in the banking sector.

Representing the fastest growing area in Ipswich and being part of collaborative projects that can make a difference to the community is very important to Cr Augustine. Cr Augustine is a proud member of Zonta Ipswich.

Cr Augustine is Chair of the Economic and Cultural Development Committee, Multicultural Advisory Committee, and Deputy Chair of the Community and Sport Committee, Libraries and Customer Services Advisory Committee, and Sport and Recreation Advisory Committee.



Councillor Jacob Madsen

Councillor Jacob Madsen has lived his entire life in Ipswich, moving between the suburbs of North Ipswich, Wulkuraka, Walloon, Silkstone and Ripley, where he now lives with his family.

Cr Madsen was first elected to Ipswich City Council in 2020, and in March 2022 was appointed Deputy Mayor, becoming the youngest person to serve in this role in Ipswich's history. Returning in 2024 for a second term, Cr Madsen's focus is on supporting a growing Ipswich population and ensuring Division 1 communities get the facilities they need.

Cr Madsen holds a Bachelor of Commerce and Arts Degree, majoring in political science and accounting. He is a passionate trade unionist, dedicated to ensuring all Ipswich residents have access to fair and equitable working conditions.

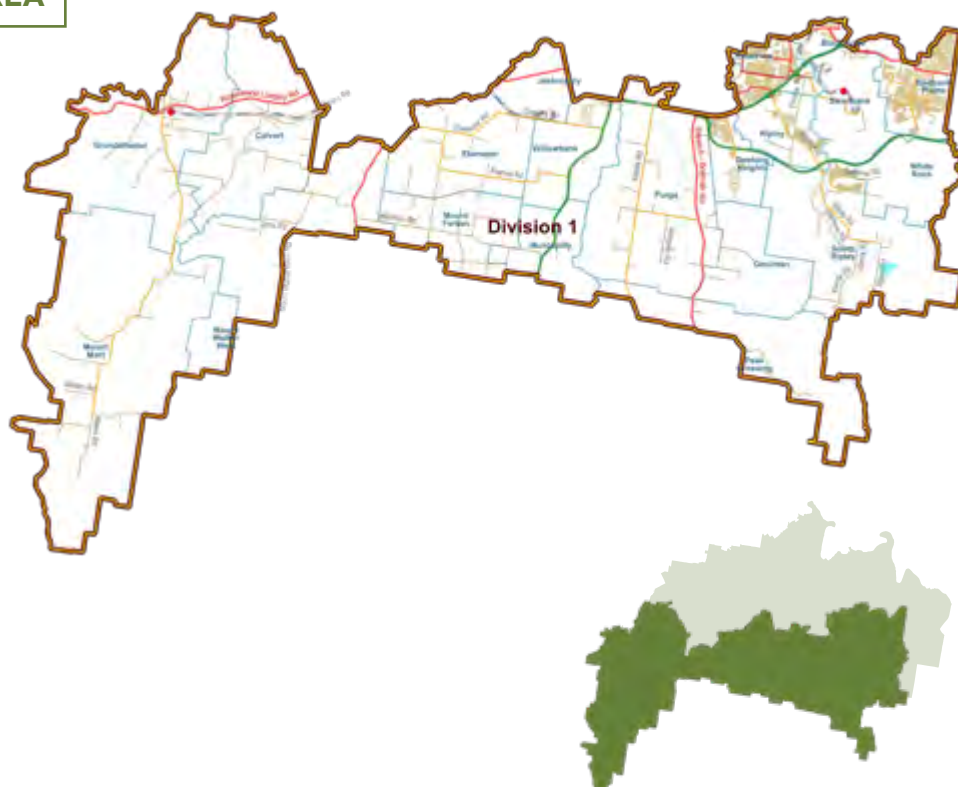
Outside of council, Cr Madsen is an avid sports fan and loves supporting local Ipswich sport.

Cr Madsen is Chair of the Community and Sport Committee, Libraries and Customer Services Advisory Committee, Sport and Recreation Advisory Committee, and Deputy Chair of the Finance and Governance Committee, and Multicultural Advisory Committee.



MAP OF DIVISION 1 AREA

Division 1 encompasses the suburbs of Blackstone, Calvert, Deebling Heights, Ebenezer, Flinders View, Goolman, Grandchester, Jeebropilly, Mount Mort, Purga, Raceview, Redbank Plains, Ripley, South Ripley, Swanbank, White Rock and Willowbank, and the Ipswich City parts of the suburbs of Lower Mount Walker, Mount Forbes, Mount Walker West, Mutdapilly and Peak Crossing.



611km²

Population: 61,014

(Source: Ipswich Population Modeller)

DIVISION 2 COUNCILLORS

Deputy Mayor Nicole Jonic

Deputy Mayor Nicole Jonic is a long term local Ipswich resident who loves living in the eastern suburbs with her husband and two young children. First elected as Councillor in 2020, Cr Jonic is serving her second term as Deputy Mayor after being appointed to the position at the post-election Council Meeting on 11 April 2024.

Cr Jonic is a practicing accountant and registered tax agent, and established and operated her own Goodna-based accounting firm prior to becoming a Councillor. Cr Jonic is a member of the Institute of Public Accountants, a fellow of the Tax Institute of Australia and former operations manager of a Queensland-wide accounting firm.

Cr Jonic holds board positions as Chairperson of Regional Development Australia, Ipswich & West Moreton, and Treasurer for Ipswich Turf Club Incorporated.

As well as being passionate about the success of Ipswich, Cr Jonic is excited for the future of this region and wants all residents to benefit from the city's growth so that local communities can continue to thrive.

Deputy Mayor Jonic is a member of all council standing committees and the Audit and Risk Management Committee.



Councillor Paul Tully

Councillor Paul Tully was first elected in March 1979 and has successfully contested 14 elections, representing Ipswich's eastern suburbs. He is currently Queensland's longest serving Councillor and has come back with renewed energy for the 2024–2028 term.

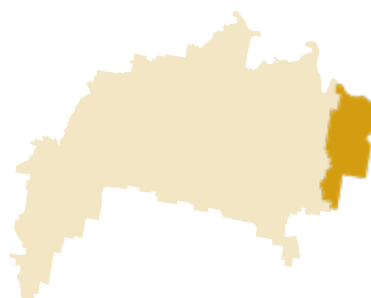
Cr Tully has a Law degree from the University of Queensland and is a Justice of the Peace (Qualified). He has a key focus on environmental matters and has a keen interest in keeping honeybees and native bees.

Cr Tully is Chairperson of the Finance and Governance Committee and Regulation Advisory Committee, Deputy Chairperson of the Infrastructure, Planning and Assets Committee, and the Local Government Association of Queensland Policy Executive representative for South East District No. 2 (Western Region).



MAP OF DIVISION 2 AREA

Division 2 encompasses the suburbs of Augustine Heights, Bellbird Park, Brookwater, Camira, Carole Park, Gailes, Spring Mountain, Springfield, Springfield Central and Springfield Lakes, most of the suburb of Goodna, and a small part of the suburb of Redbank.



74km²

Population: 69,309

(Source: Ipswich Population Modeller)

DIVISION 3 COUNCILLORS

Councillor Marnie Doyle

Councillor Marnie 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.

Elected to represent Division 3 in 2020, Cr Doyle brings a wealth of experience from almost 25 years as a corporate lawyer in the institutional banking and finance sectors.

Cr Doyle is passionate about advocating for residents and seeking better outcomes for all. In 2022, her advocacy led council to develop a comprehensive Domestic and Family Violence Strategy which catalysed council's commitment to be at the forefront of collaborative prevention of this violence in our community.

From 2020 to 2024, Cr Doyle chaired council's Ipswich Central Redevelopment Committee overseeing the most significant Ipswich CBD redevelopment in a generation.

Cr Doyle has a lifelong passion for Ipswich's famed architecture and its places of historic and cultural significance. In 2021, she was the first Ipswich City councillor appointed to the Queensland Heritage Council.

Cr Doyle is Deputy Chair of the Economic and Cultural Development Committee and the Advocacy Advisory Committee.



Councillor Andrew Antonioli

Councillor Andrew Antonioli has devoted both his professional career and personal life to serving the people and City of Ipswich. A true local, Andrew's roots in Ipswich run deep, having attended Ipswich North State School and Ipswich State High School.

Before embarking on his political journey, Cr Antonioli served as a police officer for over a decade, demonstrating a steadfast commitment to ensuring the safety and well-being of the Ipswich community.

Cr Antonioli has nearly 20 years' experience in civic leadership, including roles as both councillor and mayor of Ipswich, bringing with him a wealth of knowledge, leadership and proven integrity.

As a father of five daughters, and now a grandfather, Cr Antonioli deeply understands the importance of family values and the significance of creating a thriving environment for future generations.

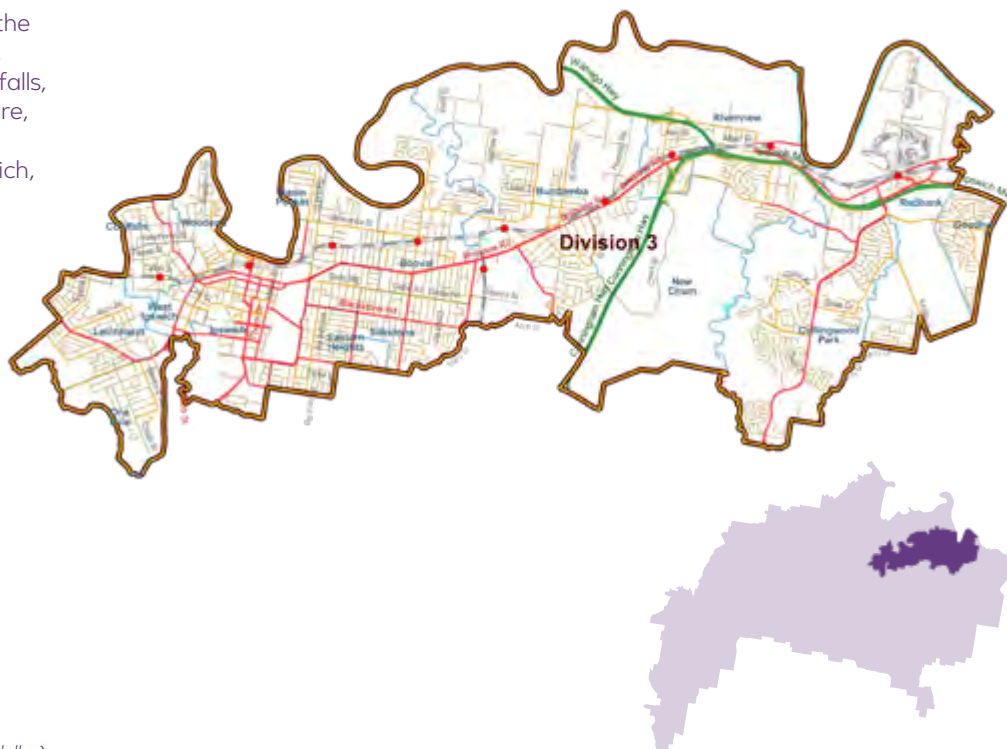
Beyond his dedication to public service, he is an avid enthusiast of both sports and the arts.

Cr Antonioli is Chair of the Infrastructure, Planning and Assets Committee, Ipswich Local Disaster Management Group, Deputy Chair of the Environment and Sustainability Committee, and member of the Audit and Risk Management Committee.



MAP OF DIVISION 3 AREA

Division 3 encompasses the suburbs of Basin Pocket, Booval, Bundamba, Coalfalls, Collingwood Park, Dinmore, East Ipswich, Eastern Heights, Ebbw Vale, Ipswich, Leichhardt, New Chum, Newtown, North Booval, One Mile, Riverview, Sadliers Crossing, Silkstone, West Ipswich and Woodend, most of the suburbs of Redbank, and small parts of the suburbs of Goodna and Wulkuraka.



68km²

Population: 58,614

(Source: Ipswich Population Modeller)

DIVISION 4 COUNCILLORS

Councillor Jim Madden

Councillor Jim Madden was born and raised in Ipswich. His connection with the Ipswich area stretches back five generations to when his ancestors came to Queensland from Ireland in 1863.

Cr Madden holds a Degree in Applied Science (Horticulture) and a Graduate Degree in Agriculture (Plant Protection) and worked as an agronomist before later studying a Bachelor of Laws.

Cr Madden has previously served as a Councillor of the Somerset Regional Council from 2012 to 2015. He was elected to the Queensland Parliament in 2015, serving as Member for Ipswich West until 2024 when he was elected as Division 4 Councillor for the City of Ipswich.

Cr Madden is Chairperson of the Environment and Sustainability Committee and Deputy Chairperson of the Regulation Advisory Committee and Local Disaster Recovery and Resilience Group.



Councillor David Martin

Councillor David Martin is a born-and-bred Ipswich local and is deeply passionate about this city. Cr Martin was first elected to Ipswich City Council in October 2017 and was re-elected in 2024 as Councillor for Division 4.

Cr Martin was born at Ipswich General Hospital and attended Silkstone State School and Ipswich Grammar School, where he later became a high school teacher. Cr Martin has devoted his life to the local community, coaching schoolboy football for over 20 years and as a board member of Rugby League Ipswich. Cr Martin has volunteered with Red Frogs and Crimestoppers at Schoolies events, served on various not-for-profit committees, and is heavily involved in the Whitehill Church of Christ.

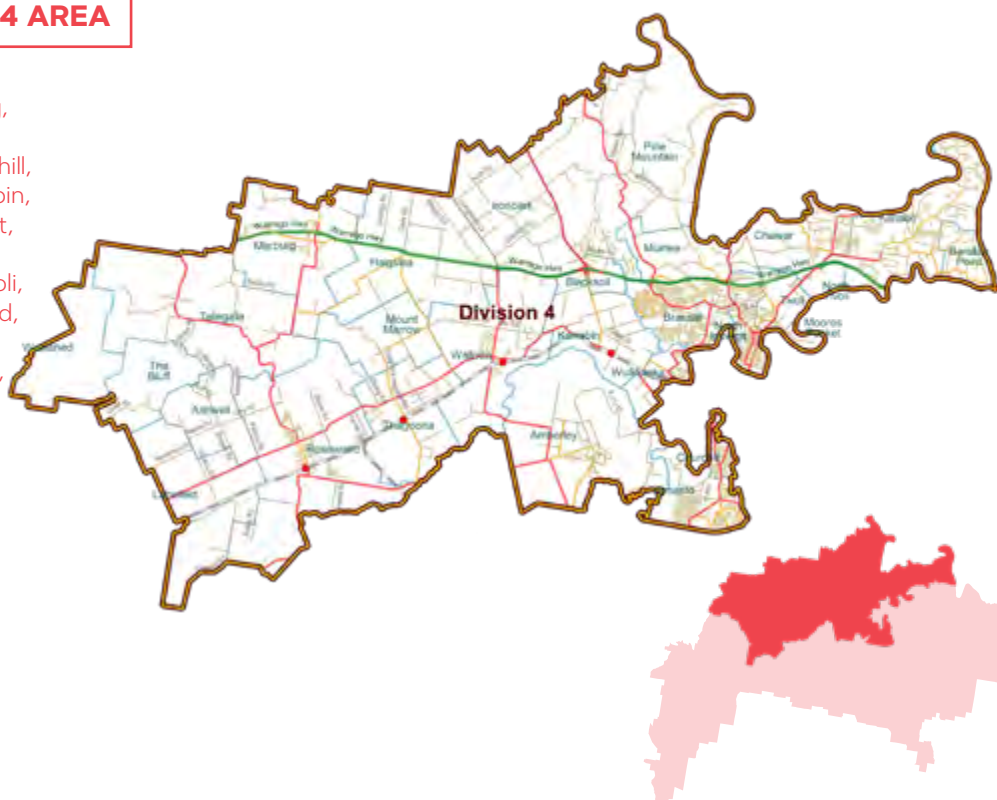
Before becoming a Councillor for Division 4, Cr Martin has had a diverse career including as a youth worker at Ipswich Community Youth Service (ICYS), a local handyman business owner and in the rewarding role as a teacher at the Youth Detention Centre at Wacol.

Cr Martin is committed to investing his energy into making Ipswich a city the community loves and are all proud to call home.



MAP OF DIVISION 4 AREA

Division 4 encompasses the suburbs of Amberley, Ashwell, Barellan Point, Blacksoil, Brassall, Churchill, Ironbark, Karalee, Karrabin, Lanefield, Moores Pocket, Mount Marrow, Muirlea, North Ipswich, North Tivoli, Pine Mountain, Rosewood, Tallegalla, Thagoona, The Bluff, Tivoli, Walloon, Woolshed and Yamanto, the Ipswich City parts of the suburbs of Chuwar, Haigslea and Marburg, and most of the suburb of Wulkuraka.



342km²

Population: 48,613

(Source: Ipswich Population Modeller)

CEO'S MESSAGE



I'm pleased to present Ipswich City Council's Annual Plan and Budget for the 2025–2026 financial year.

The 2025–2026 Annual Plan and Budget includes our key deliverables, core services, planned resourcing and performance measures for the next 12 months.

The deliverables align to council's corporate plan iFuture 2021–2026 and will further help deliver on council and the community's shared vision of Ipswich, a city of opportunity for all.

Deliverables have been set across the four iFuture Corporate Plan themes of vibrant and growing; safe, inclusive and creative; natural and sustainable; and a trusted and leading organisation.

A number of major projects for which the groundwork was laid in past years are now bearing fruit with a major focus on implementation in the coming twelve months.

Some highlights in this year's Annual Plan include:

- Implementation of our city's new planning scheme, Ipswich City Plan 2025, and Local Government Infrastructure Plan
- Continued progress on the Open Space Action Plan
- Implementation of the recently approved Strengthening Ipswich Communities Plan
- Implementation of new Urban Rivers Program initiatives for 2025–2026
- Commencement of garden organics green bin collections across the city
- Reviews of local laws through the Strategic Regulation Project
- Updating and actioning a revised Arts and Cultural Vision.

This year's Annual Plan and Budget is the last to be delivered under the iFuture 2021–2026 Corporate Plan. A new corporate plan for 2026–2031 will be developed and adopted by the Council over the next year.

This will be an important opportunity for our council and community to reflect on the achievements under the current plan and set a refined, shared vision and course to guide council on its delivery for the next five years.

As in recent years, this Annual Plan and Budget has been prepared amid a backdrop of difficult economic conditions, supply constraints and ongoing rising costs. We have worked hard to continue everyday service delivery in challenging weather conditions and get the basics right for our community while seeking improved efficiencies across the organisation.

This Annual Plan and Budget includes a \$165 million capital works program to continue to deliver necessary infrastructure and assets for our growing community.

Key highlights in the capital works program for the next twelve months include continuation of our city's largest ever road project the Springfield Parkway and Springfield Greenbank Arterial Duplication Project, commencement of Ripley Road Stage 1 and major upgrades to Adelong Avenue at Rosewood.

We will continue to deliver programs that enhance our city's liveability and that the community expects such as free library services and events, free trees, the increasingly popular Active and Healthy Program, signature major festivals throughout the year, free immunisation clinics and much more.

I continue to be very proud to be leading a team dedicated to serving the people of Ipswich, doing all it can to protect and enhance our city's liveability while bringing our shared vision of a city of opportunity for all to life.

Sonia Cooper



COMMITMENT TO HUMAN RIGHTS

Council is committed to protecting and promoting human rights in all the work we do – from the decisions we make to the services we provide. This commitment is stated in council's Human Rights Policy and reflects council's obligations under the *Human Rights Act 2019* (Qld) (the HRA).

The HRA protects human rights, including property rights, cultural rights and freedom of expression. All people are afforded the same human rights regardless of background, where we live, what we look like, what we think, or what we believe.

By delivering on the Annual Plan, a positive contribution is made toward the protection and promotion of a number of these rights including:

- privacy and reputational rights
- cultural rights
- peaceful assembly and freedom of association
- freedom of thought, conscience, religion and belief
- taking part in public life
- the right to freedom of expression
- the right to freedom of movement
- the right to education
- the right to health services.

For more information on human rights go to ipswich.qld.gov.au and the [Queensland Human Rights Commission website](#).



THE ROLE AND FUNCTIONS OF COUNCILS

What is local government?

The *Local Government Act 2009* (the Act) sets out the purpose and objectives of Ipswich City Council and defines its functions and powers.

The services provided by council fall under five broad categories:

- 1. Planning for sustainable development:** Council plays 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:** Ipswich City Council provides and maintains local roads and bridges, public car parks, footpaths, sporting fields, parks, libraries and Ipswich Art Gallery. Council consults with its communities about providing and maintaining these assets.
- 3. Protecting the environment:** Council regularly assesses the state of its local environments, provides environmental programs, and uses its regulatory powers to prevent pollution or restore degraded environments. Activities such as waste collection and recycling, street cleaning, regulating parking, controlling dogs and cats, and controlling declared weeds contribute to protecting the environment.

4. Providing community services and development:

Council consults with and assesses the needs of its community, and uses gathered information to inform community development activities. These provide a range of services, including programs for minority groups. Community services include libraries, swimming pools, playground facilities, and sporting grounds and facilities.

- 5. Safeguarding public health:** Council helps maintain high standards of public health and reduces 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 levels 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). To learn more about UU, visit Urbanutilities.com.au.

The Federal Government:

- 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.

State Governments:

- 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.

Local Governments (councils):

- 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.

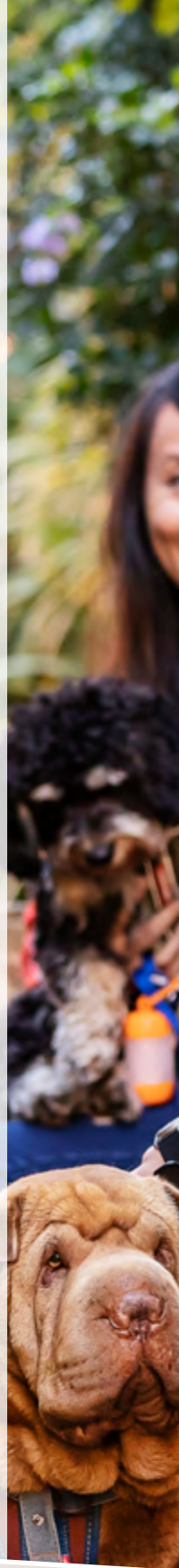
INTEGRATED PLANNING AND REPORTING FRAMEWORK

Councils in Queensland are required to prepare an annual operational plan which is consistent with its annual budget. This plan should state how it will progress the implementation of the five-year Corporate Plan and how it will manage operational risks, and include an annual performance plan for each commercial business unit.

IPSWICH

a city of opportunities for all

JOIN US



VISION 2041

Ipswich is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger.

We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community and where our economy is innovative and sustainable.

We are a community that unites in both times of need and to celebrate success. And we have much to celebrate.

Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant.

We are a city of centres, connected by a safe, reliable and sustainable transport system and a network of green spaces that connect us to the land where we can enjoy sport, creative pursuits, active recreation or relaxing time with our families and loved ones.

Our history is rich, from our First Nations to our European and multicultural histories and where our cultural landscapes are protected and respected.

As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city.

We are proud to call Ipswich home.

Join us.



CORPORATE PLAN SUMMARY – iFUTURE

The city's Corporate Plan – iFuture – identifies what council needs to do to help achieve the community outcomes for 2026. iFuture is structured over four themes which sets the framework for the Annual Plan 2025–2026.



VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.



SAFE, INCLUSIVE AND CREATIVE

OUR OUTCOMES FOR 2026

1. Our community feels safe.
2. Knowledge and learnings from our past are used to guide and be shared with future generations.
3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.
4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.
5. Our historical buildings are conserved and enhanced.
6. The Ipswich brand is positive and inclusive.
7. Our community has access to the services they need particularly health and social services.
8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.
9. There are high levels of volunteering in the city.
10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.
11. The community feels heard and engaged and we close the loop with our consultation.
12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.

For more information about our five-year plan and the outcomes we are working towards you can view [council's corporate publications](#).



NATURAL AND SUSTAINABLE

OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.
2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.
3. Our waterway health is improved.
4. Our natural environment is managed to support the continuation of traditional cultural practices.



A TRUSTED AND LEADING ORGANISATION

OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.
2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.
3. We are trusted by our community.
4. We are leaders in good governance.
5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.
6. We are transparent and evidence based in our planning, reporting and decision-making.
7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.
8. We are financially sustainable.
9. Our people are valued, engaged, supported and empowered to deliver at their best.
10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.
11. We support local businesses to be competitive in council procurement opportunities.
12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.

ABOUT THIS PLAN

The Annual Plan 2025–2026 is comprised of five parts presented as a single document.

1. **City Operational Plan** – delivers iFuture outcomes through projects and programs.
2. **Core Business Services** – explains what services the city delivers to the community and how they align to the city vision and strategic direction.
3. **Capital Works Program** – delivering and maintaining the city's infrastructure and assets.
4. **Ipswich Waste Services Performance Plan** – provides information about the performance plan for our commercialised business unit.
5. **City Budget** – delivers a balanced budget with a sustainable long-term financial outlook.



IPSWICH CITY COUNCIL ■ CITY OPERATIONAL PLAN

2025-2026



CITY OPERATIONAL PLAN 2025–2026

Delivering iFuture outcomes through projects and programs.

The City Operational Plan 2025–2026 deliverables, together with the relevant Corporate Plan catalyst projects, are presented through alignment with the iFuture themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.



HOW TO READ THIS PLAN

Outcomes

These are the community's long-term aspirations and priorities for the city in 2026. They provide focus in our work towards achieving the city vision. Outcomes are achieved through planning and delivery of city strategies, services, policies, projects and continuous improvement.

Themes

The city's Corporate Plan – iFuture – has been divided into four themes that articulate the community's vision for 2041. It is these themes that set the framework for the Operational Plan 2025–2026.

iFUTURE THEMES



VIBRANT AND GROWING



SAFE, INCLUSIVE AND CREATIVE



NATURAL AND SUSTAINABLE



A TRUSTED AND LEADING ORGANISATION

THEME 1

VIBRANT AND GROWING OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Implement the new Ipswich City Plan 2025 and Local Government Infrastructure Plan	PRS
Implement the Ipswich Local Housing Action Plan	PRS
Develop and implement a Suburban Renewal Program for Ipswich	PRS
Continue to streamline and improve development application processes and systems	PRS
Implement the iGo Strategy actions for 2025-2026	AIS
Complete detailed design for Ripley Road Stage 1 by the end of August 2025 and commence construction by September 2025	AIS
Engage a Design and Construct Contractor for the Western Grandstand by the end of November 2025	AIS
Continue implementation of the Open Space Action Plan	AIS
Facilitate the first and second phase actions of the Ipswich 2032 Olympic and Paralympic Games Legacy Roadmap*	CCED
Continue to pursue commercial opportunities in the Nicholas Street Precinct	OCEO

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Deliverables – Catalyst and Operational

Catalyst projects (*) are those deliverables that have been identified in iFuture to help achieve our outcomes for 2026 and will be delivered throughout the 2025–2026 year. Operational projects also align to outcomes in iFuture and to the services we deliver to meet community needs.

Note: Some * identify deliverables within the larger catalyst project.

Lead Delivery Department

The responsible council department that will oversee and report on the deliverable.

Asset and Infrastructure Services Department	AIS
Environment and Sustainability Department	ES
Planning and Regulatory Services Department	PRS
Community, Cultural and Economic Development	CCED
Corporate Services Department	CS
Office of the CEO	OCEO

VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Implement the new Ipswich City Plan 2025 and Local Government Infrastructure Plan	PRS
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Continue implementation of the Open Space Action Plan	AIS
Facilitate the first and second phase actions of the Ipswich 2032 Olympic and Paralympic Games Legacy Roadmap*	CCED
Continue to pursue commercial opportunities in the Nicholas Street Precinct	OCEO

SAFE, INCLUSIVE AND CREATIVE

OUR OUTCOMES FOR 2026

1. Our community feels safe.
2. Knowledge and learnings from our past are used to guide and be shared with future generations.
3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.
4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.
5. Our historical buildings are conserved and enhanced.
6. The Ipswich brand is positive and inclusive.
7. Our community has access to the services they need particularly health and social services.
8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.
9. There are high levels of volunteering in the city.
10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.
11. The community feels heard and engaged and we close the loop with our consultation.
12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.



DELIVERABLES

LEAD DELIVERY DEPARTMENT

Implement the Strengthening Ipswich Communities Plan	PRS
Implement the Ipswich Heritage Plan	PRS
Update and action a revised Arts and Cultural Vision including a renewed Art Gallery Plan and Public Art Plan*	CCED

NATURAL AND SUSTAINABLE

OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.
2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.
3. Our waterway health is improved.
4. Our natural environment is managed to support the continuation of traditional cultural practices.



DELIVERABLES

LEAD DELIVERY DEPARTMENT

Implement the Urban Rivers Program initiatives for 2025–2026	ES
Implement the Natural Environment Strategy initiatives for 2025–2026*	ES
Finalise upgrades to the Riverview Resource Recovery Centre	ES
Continue planning and preparatory work for the Southern and Western Resource Recovery Centres	ES
Development and implementation of a Sub-Regional Alliance Material Recovery Facility (year 2 of 3)	ES
Undertake Climate Risk Assessments across all council business areas	ES

A TRUSTED AND LEADING ORGANISATION

OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.
2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.
3. We are trusted by our community.
4. We are leaders in good governance.
5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.
6. We are transparent and evidence based in our planning, reporting and decision-making.
7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.
8. We are financially sustainable.
9. Our people are valued, engaged, supported and empowered to deliver at their best.
10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.
11. We support local businesses to be competitive in council procurement opportunities.
12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.



DELIVERABLES

LEAD DELIVERY DEPARTMENT

Undertake Strategic Regulation Project local law reviews for 2025-2026	CS
Implement iVolve actions for 2025-2026 including: <ul style="list-style-type: none"> ▪ Enhancing solutions for Human Resources; and ▪ Enhancing solutions for Asset and Works Management 	CS
Review council-held land and corporate accommodation to identify opportunities to optimise investment opportunities and generate available funding	CS
Implement the Information Management Uplift Program actions for 2025-2026	CS
Deliver the 2025-2026 Effective Asset Management Project (EAMP) milestones	AIS
Delivery of council's capital program 2025-2026	AIS
Implement the Customer Experience Program including Voice of the Customer and Service Standards Transparency*	CCED
Develop and adopt the new Corporate Plan 2026-2031	OCEO

LEGISLATIVE COMPLIANCE

City Operational Plan

The *Local Government Act 2009*, supported by the *Local Government Regulation 2012*, requires council to prepare and adopt an annual operational plan for each financial year and assess its progress at regular intervals of not more than three months. The Operational Plan must also demonstrate how it will progress the implementation of the Corporate Plan during its period of operation. Council may, by resolution, amend its annual Operational Plan at any time before the end of the financial year.

Managing risk

The *Local Government Regulation 2012* requires the management of risk to be included in council's annual Operational Plan. Section 175 provides that the annual operational plan for a local government must state how the local government will manage operational risks.

Ipswich City Council has adopted an Enterprise Risk Management Framework that promotes a standard and systemic 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/or escalated for review within internally prescribed timeframes. Corporate risks are reviewed every two months. Operational risks applicable at departmental level are reviewed every three months. Council's Executive Leadership Team (ELT) Risk Committee in December 2020 approved and endorsed the Five-Year Risk Maturity Road Map for 2021 to 2025, to ensure the continued development of council's Enterprise Risk Management Framework and create a benchmark risk management model among other local governments.



IPSWICH CITY COUNCIL ■ CORE BUSINESS SERVICES

2025-2026



CORE BUSINESS SERVICES 2025–2026

Delivering services to the community that align to the city’s vision and strategic direction.

Core business services are those activities which are undertaken to meet the community’s needs. These core business services represent the activities undertaken by all employees to maintain the city. These include, but are not limited to, the maintenance of roads, collection of waste, operations of libraries and leisure centres, assessment of development applications, engagement with stakeholders and the management of internal support services.

Core business services reflect council’s strategic direction and associated budget. The budget figures presented in the following core business services summaries do not represent the complete council budget. The total council budget also includes depreciation expense, interest expense and other accounting adjustments which are not included in the service summaries. More budget information can be found in the [Annual Budget 2025–2026 section](#).

IPSWICH CITY COUNCIL CORE BUSINESS SERVICES		
Animal Management Services	Construction City Assets	Media and Communication
Arts and Cultural Services	Destination Development	Natural Environment and Land Management
City Events and Marketing Services	Economic Development	People and Culture
City Maintenance – Facilities	Elected Council Support	Planning and Development
City Maintenance – Open Space	Financial Services	Procurement
City Maintenance – Roads and Drainage	Fleet	Property and Facilities
City Maintenance – Technical Support and Aquatic	Governance	Resource Recovery
City Maintenance – Urban Forest and Natural Area	ICT Services, Strategy and Project Delivery	Sport and Recreation
Community Development and Research	Infrastructure Strategy and Planning	Strategic and Corporate Planning
Community Health and Education	Library and Customer Services	Sustainability and Emergency Management
Community Safety	Local Laws and Regulatory Compliance Services	Workplace Health and Safety



Please note, these reports represent a point in time and may be amended throughout the year. The resourcing data included is for the 2025–2026 financial year only and may be subject to change.

ANIMAL MANAGEMENT SERVICES

RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none">Provide animal management regulation, education, dog registration, pound services and biosecurity response for control of pest plants and animals.							
RESOURCES	FTE	14.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	2,482	EXPENSES \$	4,062
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none">We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.					
	HOW WE MEASURE	<ul style="list-style-type: none">Total customer service requests for animal and biosecurityTotal animal infringements					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Respond to animal attacksManage dangerous, menacing and restricted animalsPromote animal registrationManage animal nuisance for noise, odour and roamingManage and permit excess animalsInspect animal enclosuresInvestigate dog attacks and local law permit breaches including any necessary prosecutionManage and develop pound contract including key performance indicators and evaluationManage Pound and associated assetsManage Pound capital delivery and upgradesRespond to pest plant and animal complaintsManage wild dog baiting programManage Biosecurity Plan for the local government areaDeliver education services for responsible pet ownership, Biosecurity Act – pest plant and animals, and mosquito disease vector management				





ARTS AND CULTURAL SERVICES

RESPONSIBILITY			Community, Cultural and Economic Development Department					
<ul style="list-style-type: none">Promote and program annual exhibitions and artistic events ensuring a balance of community, professional and culturally diverse experiences are delivered. Present, produce and promote culturally diverse and high-quality local, national and international performing arts programs. Develop the local creative community through capacity and capability building programs and access to facilities.								
RESOURCES	FTE	40.1	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	2,526	EXPENSES \$	7,556	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 1 - VIBRANT AND GROWING					
			THEME 2 - SAFE, INCLUSIVE AND CREATIVE					
	OUTCOMES		<ul style="list-style-type: none">Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.Ipswich is known as a sought-after location for business, industry and visitors.Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.					
			HOW WE MEASURE		<ul style="list-style-type: none">Number of arts and cultural activities produced and supportedNumber of local artist engagements			
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Manage council facilities programmingManage the visual art activities and art events programming, such as dedicated children's programming and exhibitions for major international, state and local artistsManage and report on external funding (Arts Foundation)Manage Ipswich Civic Centre programmingAttract, sell, coordinate and manage event and meeting servicesDevelop the creative industryCoordinate meeting and catering demands					




CITY EVENTS AND MARKETING SERVICES

RESPONSIBILITY			Community, Cultural and Economic Development Department				
<ul style="list-style-type: none">Attract, support and produce a diverse program of annual events that engage the community, promote Ipswich as a destination, drive visitation and positively impact on business and industry.Support all Ipswich City Council functions through the provision of marketing and communications services.							
RESOURCES	FTE	30.2	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	303	EXPENSES \$	7,116
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 1 - VIBRANT AND GROWING 				
			THEME 2 - SAFE, INCLUSIVE AND CREATIVE 				
	OUTCOMES		<ul style="list-style-type: none">Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.Ipswich is known as a sought-after location for business, industry and visitors.The Ipswich brand is positive and inclusive.				
	HOW WE MEASURE		<ul style="list-style-type: none">Total attendance across City Events Plan (produced and supported)Festival attendance from outside Ipswich local government areaEconomic impact of City Events PlanNumber of marketing requests completed				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Provide marketing strategy, services and support to councilLead council's approach to integrated marketingProduce collateral, material and digital assetsDevelop and implement marketing and brand guidelinesProvide clear, consistent, accessible and relevant information to the communityDeliver Civic Event and City Event PlanProvide event support and capacity buildingManage event attraction and leveragingProvide internal event services				





CITY MAINTENANCE – FACILITIES

RESPONSIBILITY			Asset and Infrastructure Services Department				
<ul style="list-style-type: none">Facility maintenance of council properties including office accommodation, depots, performing arts buildings, libraries, art galleries, sports complexes, community buildings, park and reserve assets and aquatic centres. Maintenance is essential to ensure facilities are fit for their intended purpose and asset lifecycles are maximised. Activities include building trade maintenance, cleaning of buildings, parks and civic areas, and park and playground maintenance.							
RESOURCES	FTE	519	OPERATING BUDGET (\$ '000) 2025–2026	REVENUE \$	1,434	EXPENSES \$	13,900
CORPORATE PLAN 2021–2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none">Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.				
	HOW WE MEASURE		<ul style="list-style-type: none">Delivery of maintenance services within the on-time delivery target key performance indicator of 85%Number of Customer Engagement System requests createdNumber of Customer Engagement System requests closedNumber of Customer Engagement System requests resolved on time				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Audit water efficiency of council facilitiesClean council facilities including air-conditioning units, office accommodation and internal binsInspect, maintain and clean public facilities including playground equipment, barbeques in parks and park pathwaysManage and coordinate park maintenanceRemove graffiti, issue graffiti kits and manage the supply of the graffiti trailerRespond to requests to clean and maintain public facilities, roadside furniture and shade sailsCollect and dispose of syringesTest and tag council facility electrical equipmentManage broken glass requestsRespond to council facility requests regarding air-conditioning, carpentry, electrical, painting, plumbing, pest control and signageEnsure community access to swimming facilitiesInspect condition of swimming facilitiesMaintain swimming facilities including regular water testingInspect swimming facilities for WHS compliance				




CITY MAINTENANCE – OPEN SPACE

RESPONSIBILITY			Asset and Infrastructure Services Department					
<ul style="list-style-type: none">▪ Maintenance of vegetation across parks, sporting facilities, urban footpaths, major thoroughfares, drainage reserves and referable dams.▪ Management of lessees in council-owned properties with Community Centres and Aquatic Facilities, as well as zero depth water parks and Orion Lagoon.▪ Coordinate depot operations and street sweeping.▪ Management of Ipswich Nature Centre.								
RESOURCES	FTE	161.8	OPERATING BUDGET (\$ '000) 2025–2026	REVENUE \$	635	EXPENSES \$	35,062	
CORPORATE PLAN 2021–2026 ALIGNMENT	THEMES		THEME 1 – VIBRANT AND GROWING					
			THEME 3 – NATURAL AND SUSTAINABLE					
	OUTCOMES		<ul style="list-style-type: none">▪ Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.▪ Ipswich is celebrated as a clean, green, circular economy city.▪ Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.▪ Our natural environment is managed to support the continuation of traditional cultural practices.					
	HOW WE MEASURE		<ul style="list-style-type: none">▪ Delivery of maintenance services within the on-time delivery target key performance indicator of 85%▪ Number of Customer Engagement System requests created▪ Number of Customer Engagement System requests closed▪ Number of Customer Engagement System requests resolved on time					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">▪ Maintain and mow drainage reserves, council-owned vacant land, road reserves, median strips, roundabouts and road islands▪ Remove litter along road reserves and in parks▪ Respond to illegal dumping in parks and on roadside▪ Inspect and maintain park gardens▪ Maintain fire trails▪ Mow grass in parks and edge footpaths▪ Spray for weeds and insects in parks, footpaths and median strips▪ Manage city street sweeping▪ Maintain level 1 and 2 sporting facilities▪ Maintain cemeteries					




CITY MAINTENANCE – ROADS AND DRAINAGE

RESPONSIBILITY			Asset and Infrastructure Services Department				
<ul style="list-style-type: none">Maintenance of road and drainage infrastructure. This includes both sealed and gravel roads (including State Controlled Roads managed by Ipswich City Council), traffic facilities, footpaths and bridges.							
RESOURCES	FTE	79.2	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	5,312	EXPENSES \$	17,029
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none">Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.				
	HOW WE MEASURE		<ul style="list-style-type: none">Delivery of maintenance services within the on-time delivery target key performance indicator of 85%Number of Customer Engagement System requests createdNumber of Customer Engagement System requests closedNumber of Customer Engagement System requests resolved on time				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Inspect and maintain gross pollutant trapsInspect gravel roadsMaintain line-markingMaintain state-owned roadsMaintain stormwater systemsManage quarry/pit operationsRespond to requests for line-marking and pothole repairRespond to requests for maintenance of bridges, footpaths, gravel roads, bikeways, kerb and channel, roads and signage				




CITY MAINTENANCE - TECHNICAL SUPPORT

RESPONSIBILITY			Asset and Infrastructure Services Department				
<ul style="list-style-type: none">This service includes the maintenance of streetlights, stormwater quality assets, and traffic signals, flashing school zone signs and speed awareness signs. It also provides engineering services for the Works and Field Services team and manages use and events in parks and council-controlled land. This service reviews and approves over-dimension and heavy load access application, reviews road closure for works and major events within road reserves and manages road reserves including speed limit review and public utility alignment approvals.							
RESOURCES	FTE	5.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	7,363
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none">Our city’s design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.Our strategic planning enables us to prepare and respond to the city’s rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.				
	HOW WE MEASURE		<ul style="list-style-type: none">Delivery of maintenance services within the on-time delivery target key performance indicator of 85%Number of Customer Engagement System requests createdNumber of Customer Engagement System requests closedNumber of Customer Engagement System requests resolved on time				
	CORE SERVICE ACTIVITIES		<ul style="list-style-type: none">Assess National Heavy Vehicle Regulator (NHVR) access consent requestsAudit programmed lighting corridorRespond to requests for streetlight improvementsRespond to requests for traffic signal maintenanceInspect and maintain storm water quality assets				





CITY MAINTENANCE – URBAN FOREST AND NATURAL AREA

RESPONSIBILITY		Asset and Infrastructure Services Department					
<ul style="list-style-type: none">Provision of the free plant program from nursery and mobile nursery locations.Manage arboriculture and streetscape assets as well as bushland reserves, unmade road reserves and fire maintenance in natural areas. Provide water truck services.							
RESOURCES	FTE	47.3	OPERATING BUDGET (\$ '000) 2025–2026	REVENUE \$	65	EXPENSES \$	9,456
CORPORATE PLAN 2021–2026 ALIGNMENT	THEME	THEME 3 – NATURAL AND SUSTAINABLE 					
	OUTCOMES	<ul style="list-style-type: none">Ipswich is celebrated as a clean, green, circular economy city.Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.Our natural environment is managed to support the continuation of traditional cultural practices.					
	HOW WE MEASURE	<ul style="list-style-type: none">Delivery of maintenance services within the on-time delivery target key performance indicator of 85%Number of Customer Engagement System requests createdNumber of Customer Engagement System requests closedNumber of Customer Engagement System requests resolved on time					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none">Inspect and maintain facilities at bushland reservesInspect and maintain streetscape gardens and trees and unmade road reservesProactively improve streetscapingProvide free plants from the nursery and mobile nurseryMaintain council facility indoor plantsRespond to requests for roadside tree plantingRespond to requests for streetscape tree pruningRespond to requests for water truck serviceRespond to requests to remove trees/stumps from footpathsInspect and maintain juvenile treesRoot barrier/tree protection zone program					




COMMUNITY DEVELOPMENT AND RESEARCH

RESPONSIBILITY			Community, Cultural and Economic Development Department				
<ul style="list-style-type: none">Work with and alongside community groups organisations, and other levels of government to build the capability of the community for connectedness and resilience. The Community Development Strategy 2021–2026 outlines five pillars to achieve these outcomes: Capacity Building and Resilience, Wellbeing, Inclusion and Connectedness, Culture and Diversity and Civic Participation and Leadership.							
RESOURCES	FTE	216	OPERATING BUDGET (\$ '000) 2025–2026	REVENUE \$	2,180	EXPENSES \$	4,930
CORPORATE PLAN 2021–2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
			THEME 2 – SAFE, INCLUSIVE AND CREATIVE 				
	OUTCOMES		<ul style="list-style-type: none">Knowledge and learnings from our past are used to guide and be shared with future generations.Our community lives together in harmony regardless of our backgrounds, cultures, abilities, and religions.Cultural landscapes, landmarks and practices are acknowledged, protected, and respected.Our community has access to the services they need particularly health and social services.We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.There are high levels of volunteering in the city.We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.				
			HOW WE MEASURE		<ul style="list-style-type: none">Number of cross-community meetings facilitatedNumber of attendees at council-facilitated development workshops		
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Manage community development projectsManage Ipswich Indigenous Business Capacity Building ProgramManage the Home Assist ProgramManage community funding and support				



COMMUNITY HEALTH AND EDUCATION

RESPONSIBILITY			Planning and Regulatory Services Department				
▪ Delivery of vaccinations in community and school clinics.							
RESOURCES	FTE	3.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	415	EXPENSES \$	374
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 2 – SAFE, INCLUSIVE AND CREATIVE 				
	OUTCOMES		<ul style="list-style-type: none">▪ Our community has access to the services they need particularly health and social services.▪ We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.				
	HOW WE MEASURE		<ul style="list-style-type: none">▪ Number of people administered through the School Immunisation Program▪ Number of immunisations administered through the School Immunisation Program▪ Number of people administered through Community Clinics▪ Number of immunisations administered through Community Clinics				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">▪ Deliver immunisation services to high schools and community clinics as a service provider for Queensland Health				





COMMUNITY SAFETY

RESPONSIBILITY		Community, Cultural and Economic Development Department					
		<ul style="list-style-type: none"> Working in close partnership with not only the police but with the citizens and local community organisations to create a widespread, all-inclusive approach towards a safer community for residents and visitors. Provision of safety and security services across council facilities. 					
RESOURCES	FTE	8.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	4,720
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 - SAFE, INCLUSIVE AND CREATIVE					
		THEME 4 - A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"> Our community feels safe. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community. 					
	HOW WE MEASURE	<ul style="list-style-type: none"> Total incidents and reports Total security and fire services 					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Assist in maintaining public safety including Safe City operations Manage fire and emergency planning and maintenance Provide security services such as safety patrols, mobile security patrols and key and facility access management 					



CONSTRUCTION CITY ASSETS

RESPONSIBILITY			Asset and Infrastructure Services Department					
<ul style="list-style-type: none">▪ Delivery of the capital works program including corporate projects.▪ Delivery activities include concept design, survey, detailed design, contract management, direct construction and stakeholder engagement.								
RESOURCES	FTE	16.8	OPERATING BUDGET (\$ '000) 2025–2026	REVENUE \$	6,769	EXPENSES \$	9,315	
CORPORATE PLAN 2021–2026 ALIGNMENT	THEMES		THEME 1 – VIBRANT AND GROWING					
			THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES		<ul style="list-style-type: none">▪ Our strategic planning enables us to prepare and respond to the city’s rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.▪ Construction and maintenance of council’s assets are managed to meet the community’s needs and growth.					
			HOW WE MEASURE		<ul style="list-style-type: none">▪ Capital works program delivered to within (+/-) 15% of the total program amount (\$)			
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">▪ Manage tenders and contract administration▪ Manage construction project delivery▪ Implement Work Health and Safety measures▪ Undertake stakeholder engagement and capital project community communications▪ Provide project cost and estimation advice▪ Provide technical advice▪ Assist with complex maintenance requests					



DESTINATION DEVELOPMENT




RESPONSIBILITY		Community, Cultural and Economic Development Department					
<ul style="list-style-type: none">Destination marketing, industry development and major events with the purpose of increasing the region's visitor economy. Council aims for Ipswich to be recognised as an accessible daytrip and short break destination within the South East Queensland market.							
RESOURCES	FTE	4.9	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	117	EXPENSES \$	869
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING 					
	OUTCOMES	<ul style="list-style-type: none">Our city is active and healthy with a variety of activities, facilities, and services on offer for all to take part.Businesses and industry are supported with excellent customer service to start up, operate, grow, and increase their resilience.Ipswich is known as a sought-after location for business, industry, and visitors.There is increased employment, and a variety of educational opportunities across the city, especially for young people.Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.					
	HOW WE MEASURE	<ul style="list-style-type: none">Total visitationVisitor enquiries serviced through the Visitor Information CentreLeads generated through Discover Ipswich website					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none">Promote and Develop Tourism related activitiesProduct and market sector developmentDestination marketing and publicityImplement the Ipswich Destination Management PlanDevelop the tourism industryCoordinate the Ipswich Tourism Operators Network (ITON)Develop the annual Discover Ipswich magazineManage the Ipswich Visitor Information Centre (VIC)					



Image courtesy Darcy Goss Media

ECONOMIC DEVELOPMENT


RESPONSIBILITY			Community, Cultural and Economic Development Department				
<ul style="list-style-type: none">Build the economy of the future, attract and retain diverse and high value jobs for current and future generations, deliver a safe, efficient and sustainable transport network, ensure a health environment and foster and inclusive society.Strengthen and grow the local economy through capacity and capability building initiatives, placemaking and advocacy.							
RESOURCES	FTE	9.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	1,676
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 1 - VIBRANT AND GROWING 				
			THEME 2 - SAFE, INCLUSIVE AND CREATIVE 				
	OUTCOMES		<ul style="list-style-type: none">Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.Our city is active and healthy with a variety of activities, facilities, and services on offer for all to take part.Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.Businesses and industry are supported with excellent customer service to start up, operate, grow, and increase their resilience.Ipswich is known as a sought-after location for business, industry, and visitors.There is increased employment, and a variety of educational opportunities across the city, especially for young people.Ipswich continues to be an affordable city to live in.Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.				
			HOW WE MEASURE		<ul style="list-style-type: none">Gross regional product against 2027 targetLocal jobs against 2027 target		
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Facilitate local and small business capability and growth programsProvide local business investment concierge serviceManage inbound investment concierge servicesAdvocate for major projects, including business case developmentManage promotion and marketing campaigns to drive economic development outcomesManage catalytic projects to bring stakeholders together and drive job growth (e.g. Ipswich Central Revitalisation)Implement Small Business Friendly council initiativesDevelop and activate Creative Industries				

ELECTED COUNCIL SUPPORT

RESPONSIBILITY			Office of the CEO				
<div>▪ Administrative support for elected representatives, and Mayor and Councillor support services.</div>							
RESOURCES	FTE	15.4	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	2,440
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<div><div>▪ We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.</div><div>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</div><div>▪ We are trusted by our community.</div><div>▪ We are leaders in good governance.</div><div>▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</div><div>▪ We are transparent and evidence based in our planning, reporting and decision-making.</div></div>				
	HOW WE MEASURE		<div><div>▪ Councillor related registers are published and updated in accordance with legislative timeframes</div></div>				
CORE SERVICE ACTIVITIES			<div><div>▪ Provide Mayor and Councillor administrative support services in accordance with council policies and as required by legislation</div><div>▪ Provide Mayor and Councillor office accommodation, facilities and equipment</div><div>▪ Maintain and monitor elected council governance</div></div>				



FINANCIAL SERVICES

RESPONSIBILITY		Corporate Services Department					
<div><div>▪ Provision of a suite of accounting, financial, business analysis, reporting and advisory functions and services supporting prudent and sustainable financial outcomes across all elements of council's operations, incorporating:</div><div><div>– budgeting and modelling</div><div>– management of rates operations and property administration</div><div>– managing debt portfolio and credit risk</div><div>– taxation compliance</div><div>– treasury and fund management.</div></div></div>							
RESOURCES	FTE	45.7	OPERATING BUDGET (\$ '000) 2025–2026	REVENUE \$	2,621	EXPENSES \$	7,494
CORPORATE PLAN 2021–2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION 					
	OUTCOMES	<div><div>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</div><div>▪ We are trusted by our community.</div><div>▪ We are leaders in good governance.</div><div>▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</div><div>▪ We are transparent and evidence based in our planning, reporting and decision-making.</div><div>▪ We are financially sustainable.</div><div>▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.</div><div>▪ We support local businesses to be competitive in council procurement opportunities.</div></div>					
	HOW WE MEASURE	<div><div>▪ Financial Sustainability Ratios within Tolerance</div><div>▪ Delivery in accordance with the annual budgets</div></div>					
CORE SERVICE ACTIVITIES		<div><div>▪ Manage accounts receivable</div><div>▪ Manage banking operations</div><div>▪ Provide budgeting and modelling</div><div>▪ Manage credit risk</div><div>▪ Manage debt portfolio</div><div>▪ Provide financial reporting and analysis</div><div>▪ Manage taxation compliance</div><div>▪ Manage funds</div><div>▪ Manage rates operations and property administration</div><div>▪ Manage recoveries and collections</div><div>▪ Manage supplier payment operations</div><div>▪ Support controlled and associated entities</div><div>▪ Provide financial data for inclusion on the Transparency and Integrity Hub</div></div>					

FLEET

RESPONSIBILITY			Asset and Infrastructure Services Department				
▪ Services associated with the maintenance and management of council's plant, equipment and heavy and light vehicles.							
RESOURCES	FTE	36.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	23,165	EXPENSES \$	14,881
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 - A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.				
	HOW WE MEASURE		▪ Number of services completed on fleet assets ▪ Number of fleet assets accredited in the National Heavy Vehicle Accreditation Scheme				
CORE SERVICE ACTIVITIES			▪ Allocate fuel cards ▪ Dispose of fleet assets including light vehicles, major and minor plant, truck and specialty plant equipment ▪ Fleet and plant management ▪ Manage individual fuel purchases and in-field fuel usage ▪ Respond to internal requests for metal design and fabrication ▪ Respond to requests for after-hours vehicle maintenance ▪ Respond to requests for reactive passenger-vehicle maintenance ▪ Service of major plant and passenger vehicles, minor and specialty plant equipment and trucks ▪ Supply of major plant and passenger vehicles, minor and specialty plant equipment and trucks				




GOVERNANCE

RESPONSIBILITY			Office of the CEO Corporate Services Department Planning and Regulatory Services Department				
▪ This category includes the work of multiple branches including Office of the General Manager (Planning and Regulatory Services), Executive Services, Internal Audit, Legal and Governance, Insurance, Risk and People and Culture Organisational Change Management.							
RESOURCES	FTE	44.2	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	288,202	EXPENSES \$	9,839
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none">▪ We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.▪ We are trusted by our community.▪ We are leaders in good governance.▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.▪ We are transparent and evidence based in our planning, reporting and decision-making.▪ Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.▪ We are financially sustainable.▪ Our people are valued, engaged, supported and empowered to deliver at their best.▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.▪ We support local businesses to be competitive in council procurement opportunities.▪ Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.					
	HOW WE MEASURE	<ul style="list-style-type: none">▪ Corporate and operational risks are reported to Audit and Risk Management Committee▪ Percentage of Right To Information and Information Privacy applications processed within timeframes▪ Percentage of insurance claims processed within timeframes					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">▪ Undertake electoral boundary reviews and arrangement reviews▪ Coordinate Electoral Commission of Queensland local government elections▪ Provide overall executive-level management of council▪ Provide vision, strategy, planning and project management▪ Manage program of internal audits and management of external audits▪ Manage the Faircall Hotline▪ Manage corrupt conduct investigations▪ Coordinate and oversee regionally significant events▪ Respond to ombudsman enquiries▪ Develop Local Law▪ Manage organisational change▪ Maintain the Authorised Persons Register▪ Manage delegation-of-powers▪ Manage insurance▪ Manage risks and issues▪ Develop and manage council delegations and sub-delegations▪ Develop and manage council policies, and supporting procedures▪ Manage records and storage▪ Manage litigation▪ Provide legal advice▪ Provide executive secretariat services▪ Schedule and facilitate council ordinary and special meetings, committee meetings, briefings and workshops▪ Carry out the administrative functions to support council and committee meetings.▪ Record and maintain a complete record of all meetings and publications▪ Provide advice and maintain compliant meetings practices▪ Monitor and report resolution fulfilment▪ Contribute to projects/SEQ City Deals▪ Manage memberships				

INFORMATION COMMUNICATIONS TECHNOLOGY (ICT) SERVICES




RESPONSIBILITY			Corporate Services Department				
<div>▪ Provision of a range of technology, systems, project delivery and services to council encompassing a variety of activities related to the development, implementation and coordination of information, communication and technology products and services across council. This includes accountability for ICT investments, cyber security, digital enablement, telecommunications and ICT policies.</div>							
RESOURCES	FTE	48.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	610	EXPENSES \$	20,082
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<div>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</div> <div>▪ Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.</div> <div>▪ We are financially sustainable.</div> <div>▪ Construction and maintenance of council’s assets are managed to meet the community’s needs and growth.</div>					
	HOW WE MEASURE	<div>▪ ICT service desk performance statistics</div> <div>▪ ICT strategy and project delivery reported to ICT Steering Committee</div> <div>▪ ICT security reporting</div>					
CORE SERVICE ACTIVITIES			<div>▪ Manage digital services</div> <div>▪ Undertake business engagement</div> <div>▪ Undertake research, innovation, and automation</div> <div>▪ Undertake ICT strategic planning and operations</div> <div>▪ Provide data architecture</div> <div>▪ Provide solution architecture</div> <div>▪ Provide business intelligence</div> <div>▪ Undertake Program Management and reporting</div> <div>▪ Undertake business analysis</div> <div>▪ Manage project delivery</div> <div>▪ Respond to ICT service requests, incidents and disruptions</div> <div>▪ Manage network, server and storage infrastructure</div> <div>▪ Support and maintain business systems</div> <div>▪ Manage digital and cyber security and risk</div> <div>▪ Manage technology assets</div> <div>▪ Manage business continuity and disaster recovery</div> <div>▪ Undertake investment planning and activities</div> <div>▪ Manage ICT contract value</div> <div>▪ Manage Application lifecycle</div> <div>▪ Manage telecommunications provision to infrastructure projects</div> <div>▪ Provide public Wi-Fi</div>				

INFRASTRUCTURE STRATEGY AND PLANNING

RESPONSIBILITY			Asset and Infrastructure Services Department				
<ul style="list-style-type: none">Infrastructure planning, strategy and policy development, as well as network management and asset management (including condition assessments for all asset classes) to inform and guide investment decisions.							
RESOURCES	FTE	44.7	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	8,046	EXPENSES \$	9,734
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 - VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none">Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.				
	HOW WE MEASURE		<ul style="list-style-type: none">A major review of iGo Strategy was undertaken in 2024-2025, with adoption planned in early 2025-2026. Quarterly Health Check Status (traffic light reporting) will be reported against the implementation of the Strategy.				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Undertake the strategic planning associated with council's infrastructure including master planning, strategy and policy development, project feasibility, investment planning and management of many of council's assetsUndertake strategic planning for transport, flooding and drainage, facilities and open spaceOperate and manage the traffic network, traffic signals, intelligent transport systems and the drainage networkDevelop and implement the Effective Asset Management project				





LIBRARY AND CUSTOMER SERVICES

RESPONSIBILITY		Community, Cultural and Economic Development Department					
		<ul style="list-style-type: none"> Deliver a seven day per week library service including an opportunity for learning, participation and skills development in ways that meet the community's needs. Promote council's libraries, provide literature programs, deliver community training, and literacy programs, select and manage library materials, assist with library research, offer community access to innovative technologies and access to community spaces. Provide customer service via the Contact Centre and Customer Service teams for the majority of council services. Improve the customer experience and whole-of-council customer culture. 					
RESOURCES	FTE		OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$		EXPENSES \$	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES	THEME 1 - VIBRANT AND GROWING 					
		THEME 2 - SAFE, INCLUSIVE AND CREATIVE 					
		THEME 4 - A TRUSTED AND LEADING ORGANISATION 					
	OUTCOMES	<ul style="list-style-type: none"> The Ipswich brand is positive and inclusive. Our community has access to the services they need particularly health and social services. Knowledge and learnings from our past are used to guide and be shared with future generations. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice. We are trusted by our community. 					
	HOW WE MEASURE	<ul style="list-style-type: none"> Total library visits Total virtual visits Total library loans Total customer service requests 					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Promote external group library promotions Manage library activities and events Manage library and community activities, events and training Manage customer relationships Manage the customer service counter Provide property information Manage external party relationships Manage library material loans Manage library reference and research Provide community internet access Provide contact centre services Manage electronic resource subscriptions Undertake inter-library freight runs Manage library pod servicing Manage home library service Manage digital literacy events Manage chasing our past, heritage events Manage Picture Ipswich promotion Manage youth events 					

LOCAL LAWS AND REGULATORY COMPLIANCE SERVICES

RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none">Provide regulatory services for response, education and enforcement of Local Laws and State Legislation. Includes regulation of parking, environmental offences, littering and dumping, public health, amenity and nuisance complaints and regulation of food and public health licences.							
RESOURCES	FTE	38.6	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	2,732	EXPENSES \$	6,200
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none">We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.We are trusted by our community.We are leaders in good governance.We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.				
	HOW WE MEASURE		<ul style="list-style-type: none">Infringements for local laws and other legislationTotal local laws and regulatory compliance customer service requestsTotal food licence and other health inspectionsTotal sediment and erosion control inspections				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Regulate parking and issue parking permitsProvide School Safe Parking ProgramManage Automatic Number Plate Recognition and School Safe camera service contractInspect and investigate local law breaches and state legislationRegulate abandoned vehicles, illegal temporary signage, storm water, smoke, dust (private and commercial), noise nuisance (private and commercial) and overgrown private propertyUndertake inspection program for shopping trolley containment complianceManage illegal dumping grant program in partnership with the State GovernmentInvestigate and prosecute of littering and illegal dumping complaints.Regulate amenity and nuisance related to the local lawsProvide an education program for local laws and parkingInvestigate local law, parking and permit related breaches and prosecute if requiredAdminister and enforce legislation related to environmental/public health in providing support to minimise health and safety hazardsManage permit and licensed activities including Temporary Entertainment Event Licenses (TEEL), food safety, entertainment venues, high risk personal appearance services, pet shop, commercial stable, kennel, or cattery and accommodation permitsReview water quality and safety for public pool licencesManage domestic asbestos investigationsReview exhumation applicationsUndertake public health investigationsInvestigate clandestine laboratory (residential properties only), hoarding and squalor issues, noise and lighting nuisance complaints, environmental nuisance and annual inspections of devolved environmentally relevant activitiesManage commercial use of road and footpath licences				

MEDIA AND COMMUNICATION

RESPONSIBILITY			Community, Cultural and Economic Development Department					
<ul style="list-style-type: none">Internal and external communications, social media, media monitoring and relationship management.Community engagement including project delivery, networking and centre of support to the organisation.								
RESOURCES	FTE	14.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	2,198	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 2 – SAFE, INCLUSIVE AND CREATIVE					
			THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES		<ul style="list-style-type: none">The Ipswich brand is positive and inclusive.The community feels heard and engaged and we close the loop with our consultation.We are trusted by our community.					
			HOW WE MEASURE		<ul style="list-style-type: none">Total media reachTotal individual community engagement contributions generated			
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Manage media (proactive and reactive) including media monitoringCreate content and manage media channels such as Ipswich First and social media platformsUndertake internal communicationsProvide community engagement advice, delivery and supportUndertake community engagement on key corporate projects using Shape Your IpswichCoordinate and facilitate Community Panels					



NATURAL ENVIRONMENT AND LAND MANAGEMENT

RESPONSIBILITY			Environment and Sustainability Department				
<ul style="list-style-type: none">Conservation estate planning and project delivery, indigenous and cultural heritage assessment and projects, bushfire risk management, revegetation and habitat improvement, strategic environmental offset delivery and planning, voluntary conservation agreements, and protected species management and recovery planning.							
RESOURCES	FTE	29.4	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	8,195	EXPENSES \$	10,110
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 3 – NATURAL AND SUSTAINABLE				
	OUTCOMES		<p>Ipswich is celebrated as a clean, green, circular economy city.</p> <ul style="list-style-type: none">Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.Our waterway health is improved.Our natural environment is managed to support the continuation of traditional cultural practices.				
	HOW WE MEASURE		<ul style="list-style-type: none">Number of conservation partnershipsNumber of community environment events				






<p>CORE SERVICE ACTIVITIES</p>	<ul style="list-style-type: none"> ▪ Manage landholder conservation programs including incentives, grants, workshops, technical advice and support ▪ Manage conservation estates including assess and prioritise strategic conservation acquisitions (Enviroplan), master planning, management plans and strategies, plan and facilitate compliance programs, and visitor management services ▪ Provide technical advice and information on conservation management, habitat protection and biodiversity (including waterways) ▪ Provide specialist strategic advice and management of citywide nature conservation, biodiversity and natural area management matters ▪ Respond to enquiries both internally and externally relating to natural area planning, management biodiversity management waterway health and water quality ▪ Monitor waterway health including, planning and improvement projects ▪ Provide technical advice on biodiversity matters and state biodiversity policies/legislation, planning assistance and project identification for natural area network ▪ Assess and administer bush care program applicants and programs ▪ Coordinate clean-up program and riparian revegetation projects ▪ Connect and collaborate with Ipswich Rivers Improvement Trust and Bremer River Network ▪ Plan, coordinate and deliver Council of Mayor's Resilient River Initiatives ▪ Develop creek corridor/improvement plans ▪ Ensure environmental compliance for council projects ▪ Plan, administer and deliver water quality offsets ▪ Plan, manage and deliver the disturbed land management program ▪ Provide environmental education and awareness to the schools and communities ▪ Manage floodplains including assisting with flood intelligence and forecasting ▪ Provide operational support and planning to Queens Park Environmental Education Centre ▪ Undertake fire management planning and stakeholder liaison ▪ Manage flying-fox roosts on public land ▪ Maintain significant species register and contribute information to key council documents and decisions including the Ipswich City Plan 2025 ▪ Manage Native Title and cultural heritage clearances for council projects ▪ Manage the administration of all volunteering programs for environment-based opportunities at council ▪ Undertake pest management within council's conservation estates and reserves ▪ Deliver community environment and sustainability events and activities ▪ Manage vegetated storm water assets ▪ Manage and monitor council's closed landfills
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PEOPLE AND CULTURE

RESPONSIBILITY			Corporate Services Department				
<ul style="list-style-type: none">Support and enable values-aligned performance, behaviour and decision-making across the organisation and contribute to measurable outcomes by impacting and continuously improving organisational capability and culture through strategic, operational and administrative services, advice, support, projects and interventions.Core functions include talent acquisition, payroll, learning and development, organisational development, employee relations and remuneration functions.							
RESOURCES	FTE	44.4	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	554	EXPENSES \$	5,539
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none">We are leaders in good governance.Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.Our people are valued, engaged, supported and empowered to deliver at their best.Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.					
	HOW WE MEASURE	<ul style="list-style-type: none">Employee engagement with the Employee Experience SurveyEmployee participation in the Employee Experience SurveyTurnover rate					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Manage learning and development including legislated trainingManage organisational developmentManage employee and industrial relationsManage remuneration and benefitsManage recruitment including talent attraction and selection servicesManage payroll servicesUndertake workforce planning, reporting and analyticsManage employee experienceFacilitate professional development such as the Inspiring Leaders programManage staff performance and disciplineManage capability development (communications, program management, mental health first aid)Manager executive and senior leadership development programCollect and analyse staff survey dataManage workforce reward and recognitionManage employment services and administration				



PLANNING AND DEVELOPMENT

RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none">▪ Delivery of city design services including strategic planning, infrastructure planning, spatial analytics, heritage program and heritage adviser service.▪ Assessment, determination, management and regulation of development, engineering, building and plumbing applications, food licences, heritage, and cemetery management.							
RESOURCES	FTE	131.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	20,191	EXPENSES \$	19,499
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES	THEME 1 – VIBRANT AND GROWING 					
		THEME 2 – SAFE, INCLUSIVE AND CREATIVE 					
		THEME 3 – NATURAL AND SUSTAINABLE 					
	OUTCOMES	<ul style="list-style-type: none">▪ Our city’s design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.▪ Our strategic planning enables us to prepare and respond to the city’s rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.▪ Knowledge and learnings from our past are used to guide and be shared with future generations.▪ Cultural landscapes, landmarks and practices are acknowledged, protected and respected.▪ Our historical buildings are conserved and enhanced.▪ The Ipswich brand is positive and inclusive.					
	HOW WE MEASURE	<ul style="list-style-type: none">▪ Total development applications received and determined▪ Total engineering and environment applications received and determined▪ Total plumbing applications received and determined▪ Total building applications received and determined					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none">▪ Implement and manage the Ipswich City Plan 2025▪ Manage best-practice strategic land use planning and policy▪ Undertake research and policy development▪ Deliver spatial analytical services including GIS and Spatial data analysis solutions, growth modelling and map production▪ Manage development and engineering related applications, including reconfigure a lot, plan sealing, material change of use and operational works▪ Carry out development compliance▪ Regulate plumbing and drainage work, backflow prevention devices and on-site sewage treatment plants▪ Provide advice, education and awareness to residents on legislative requirements for planning, building, pools, and plumbing▪ Deliver Regulated Pool Water Safety Awareness Program – SEAL▪ Manage on and off maintenance engineering applications for contributed assets▪ Assess Building Regulatory function variances to standards for building work and statutory provisions▪ Regulate building works when certified by council▪ Inspect premises as required under the Residential Services Accreditation Act▪ Undertake search requests for building and plumbing plans▪ Provide cultural heritage advice▪ Provide spatial analysis, modelling and data▪ Manage and develop cemetery contract. including setting key performance indicators and evaluation▪ Manage cemetery capital delivery and cemetery assets▪ Manage development and engineering related applications under the Ripley Valley Priority Development Area on behalf of the Minister of Economic Development Queensland▪ Manage council’s Heritage Program					

PROCUREMENT

RESPONSIBILITY			Corporate Services Department				
▪ Provision of full procurement services for council including strategic sourcing, category and contract management purchasing, stores and inventory management, project, reporting and governance services.							
RESOURCES	FTE	27.1	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	38	EXPENSES \$	3,520
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	▪ We are financially sustainable. ▪ We support local businesses to be competitive in council procurement opportunities.					
	HOW WE MEASURE	▪ Percentage Buy Ipswich ▪ Spend under contract ▪ Procurement cost reduction and avoidance					
CORE SERVICE ACTIVITIES			▪ Manage Buy Ipswich approach ▪ Manage centralised procurement model ▪ Manage contract management framework ▪ Manage procurement reporting framework (including forward procurement schedule) ▪ Provide procurement planning and services ▪ Provide procurement spend analysis ▪ Manage general purchasing ▪ Manage corporate contracts (such as stationery and store inventory, internal courier service) ▪ Review internal stores and annual stocktake				




PROPERTY AND FACILITIES



RESPONSIBILITY			Corporate Services Department				
<div>▪ Lease and tenure management for land and facilities, property acquisition and disposals (including sale of surplus land), management of licences and permits, third party landowner consent, strategic property advice and land ownership and easement enquiries, purpose and permitted activities.</div>							
RESOURCES	FTE	5.8	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	103	EXPENSES \$	831
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<div>▪ We are financially sustainable.</div> <div>▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.</div>					
	HOW WE MEASURE	<div>▪ Status of property/land acquisition</div>					
CORE SERVICE ACTIVITIES			<div>▪ Manage leases, including council facility leases</div> <div>▪ Manage land acquisition</div> <div>▪ Provide property information</div> <div>▪ Manage property disposals including sale of surplus land</div> <div>▪ Undertake property due diligence</div> <div>▪ Manage easement enquiries, purpose and permitted activities</div> <div>▪ Manage tenure agreements</div> <div>▪ Manage licences/permits</div> <div>▪ Manage general tenancy agreements</div> <div>▪ Manage access and works deeds</div> <div>▪ Manage road opening and closures (temporary and permanent)</div> <div>▪ Manage fencing contributions</div> <div>▪ Manage owner's consents</div>				




RESOURCE RECOVERY

RESPONSIBILITY			Environment and Sustainability Department				
<div>Management and delivery of household and commercial waste services, including a suite of collection services, operation of resource recovery centre, educational and behaviour change programs and waste infrastructure planning and delivery.</div>							
RESOURCES	FTE	113.5	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	74,823	EXPENSES \$	56,824
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 3 - NATURAL AND SUSTAINABLE 					
	OUTCOMES	<div><div></div><div>Ipswich is celebrated as a clean, green, circular economy city.</div><div></div><div>Our waterway health is improved.</div><div></div><div>Our natural environment is managed to support the continuation of traditional cultural practices.</div></div>					
	HOW WE MEASURE	<div><div></div><div>Measures for this service are found in the Ipswich Waste Services Annual Performance Plan on page 89</div></div>					
CORE SERVICE ACTIVITIES			<div><div></div><div><div><div></div><div>Manage bulky item collection</div></div><div><div></div><div>Collect and dispose of dead animals</div></div><div><div></div><div>Collect and dispose of pathological waste</div></div><div><div></div><div>Collect and destroy commercial confidential documents</div></div><div><div></div><div>Deliver and collect domestic skips and commercial skips and roll-on-roll-off refuse containers</div></div><div><div></div><div>Deliver and empty domestic bins – green waste, recycling, refuse</div></div><div><div></div><div>Empty commercial refuse, cardboard and co-mingled recycling bins</div></div><div><div></div><div>Empty multi-residential refuse bins and public litter bins</div></div><div><div></div><div>Respond to requests to deliver, empty and repair all bin types</div></div><div><div></div><div>Manage the kerbside bin auditing program</div></div><div><div></div><div>Manage public waste disposal facilities</div></div><div><div></div><div>Participating member in the Sub-Regional Alliance for Waste and Resource Recovery</div></div><div><div></div><div>Provide liquid (grease trap) waste removal</div></div><div><div></div><div>We attract revenue from:</div><div><div></div><div>Waste management utility charges</div></div><div><div></div><div>Recycling and refuse centre charges</div></div><div><div></div><div>Commercial waste and recycling services</div></div><div><div></div><div>Other fees and charges</div></div><div><div></div><div>Sale of recyclable materials</div></div></div><div><div></div><div>Review, maintain and implement council's Waste Reduction and Recycling Plan (Resource Recovery Strategy)</div></div><div><div></div><div>Undertake strategic waste infrastructure planning</div></div><div><div></div><div>Manage waste administration</div></div><div><div></div><div>Undertake waste and recycling collection services for entire Somerset Regional Council</div></div></div></div>				

SPORT AND RECREATION

RESPONSIBILITY			Community, Cultural and Economic Development Department				
<ul style="list-style-type: none">Promote and program community participation in healthy activities across council facilities.Support and work with local sporting groups in developing their sustainability, utilisation, activation, and engagement of council-owned and managed facilities.Contribute to the effective identification, acquisition, planning, development, management, maintenance, activation and monitoring of infrastructure (sport, recreation, open space and community).							
RESOURCES	FTE	3.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	434
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 1 - VIBRANT AND GROWING 				
			THEME 2 - SAFE, INCLUSIVE AND CREATIVE 				
	OUTCOMES		<ul style="list-style-type: none">Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth.The Ipswich brand is positive and inclusive.There are high levels of volunteering in the city.We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.				
			HOW WE MEASURE		<ul style="list-style-type: none">Activation (organised use) of turf fields and ovals measured against the total maximum carrying capacity of council's formal sporting facilitiesNumber of Healthy Active Programming sessions with a greater than 70% attendance		
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Undertake sport, physical activity and nature-based recreation planning and program deliveryDeliver Club development program including sustainability, governance, fundraising, volunteer management, and financial managementActivate and engage sport, physical activity and outdoor/nature-based recreation facilities and settingsDeliver the annual Ipswich Sports AwardsProvide planning advice for sport, physical activity, outdoor recreation and community infrastructureAttract and support sport and outdoor recreation attraction in association with City Events teamActivate community (non-sport) assetsProvide community, sport and recreation grant funding support in association with Community Development team				

STRATEGIC AND CORPORATE PLANNING

RESPONSIBILITY			Office of the CEO				
<ul style="list-style-type: none">▪ Delivery of corporate planning and strategy development services to ensure integration of planning and reporting.▪ Management of external grant funding opportunities and reporting for council.▪ A key component of this service is the oversight of appropriate project and program management through the Enterprise Program Management Office.▪ Coordination and management of the Transparency and Integrity Hub.							
RESOURCES	FTE	10.0	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	1,434
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION 				
	OUTCOMES		<ul style="list-style-type: none">▪ We are leaders in advocacy for city-shaping opportunities and needs that require support from Federal and State Governments including major infrastructure, policy reform and services.▪ We are leaders in good governance.▪ We are transparent and evidence based in our planning, reporting and decision-making.▪ We are financially sustainable.				
	HOW WE MEASURE		<ul style="list-style-type: none">▪ Council's Operational Plan is reported on in accordance with legislative timeframes				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">▪ Provide external funding reporting for Federal and State Government programs▪ Prepare and manage of grant funding submissions▪ Undertake strategic planning for grant funding▪ Undertake long term, strategic and operational planning and reporting such as development of the Annual Plan and Annual Report▪ Assist with strategy development and implementation programs▪ Manage the portfolio, program and project management office▪ Coordinate Transparency and Integrity Hub content				



SUSTAINABILITY AND EMERGENCY MANAGEMENT

RESPONSIBILITY			Environment and Sustainability Department				
<ul style="list-style-type: none">Sustainability program, climate change program, disaster operations (response and recovery), community preparedness, training, support to police and emergency services, support to the State Emergency Service and Rural Fire Brigade funding.							
RESOURCES	FTE	100	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	562	EXPENSES \$	3,962
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 2 - SAFE, INCLUSIVE AND CREATIVE				
			THEME 3 - NATURAL AND SUSTAINABLE				
	OUTCOMES		<ul style="list-style-type: none">Our community feels safe.Knowledge and learnings from our past are used to guide and be shared with future generations.Ipswich is celebrated as a clean, green, circular economy city.We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.				
	HOW WE MEASURE		<ul style="list-style-type: none">Climate risk assessments undertaken across all council business areasNumber of solar panel installation projects				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Undertake annual corporate environmental sustainability reportingCoordinate corporate sustainability programCoordinate climate adaption and mitigation programAssess emergency action plans for referable damsCoordinate council-owned land fire responsesManage flood intelligence capabilityMaintain disaster risk assessment, emergency planning, response, and recovery capabilityCoordinate disaster operations and emergency responsePromote disaster resilience within the communityManage Secretariat for the City of Ipswich Local Disaster Management Group and Local Recovery and Resilience GroupProvide operational support to police and emergency servicesSupport State Emergency Service				



WORKPLACE HEALTH AND SAFETY

RESPONSIBILITY			Corporate Services Department				
<ul style="list-style-type: none">Provide and maintain a safe and healthy work environment, both for the council workforce and for the members of the community who are affected by the work council does. Occupational safety and injury prevention with health and wellbeing to enhance worker health and prevent work-related injuries and illnesses (both physical and psychosocial).							
RESOURCES	FTE	6.5	OPERATING BUDGET (\$ '000) 2025-2026	REVENUE \$	-	EXPENSES \$	1,148
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none">We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.Our people are valued, engaged, supported and empowered to deliver at their best.				
	HOW WE MEASURE		<ul style="list-style-type: none">Lost Time Injury Frequency RateMedically Treated Injury Frequency Rate				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none">Undertake healthy workforce promotion such as the Employee Assistance Program and iHealth; a program to focus on physical, mental and social healthUndertake proactive incident managementManage rehabilitationManage workplace health and safety compensation claimsManage workplace health and safety complianceManage work environments including occupational therapy and rehabilitation servicesProvide safety requirements for contractor and supplier procurementEvaluate contractor and supplier safety capacity and performance				



IPSWICH CITY COUNCIL ■ CAPITAL WORKS PROGRAM

2025–2028



CAPITAL WORKS PROGRAM 2025–2028

Delivering and maintaining the city's infrastructure and assets.

Council has developed a city-wide three-year Capital Works Program¹ that is refined each financial year.

The following chapter details the Capital Works Programs for the following areas:

- transport and traffic
- flood mitigation and drainage
- parks, sport and environment
- local amenity
- corporate facilities
- sustainability
- resource recovery
- disaster and natural hazard management
- asset rehabilitation
- fleet
- specialist equipment, emergent works and other capital projects.

This three-year Capital Works Program has been developed for the 2025–2026 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.

Annual project budgets included in this three-year Capital Works Program do not necessarily indicate completion timeframes nor total proposed budgets.

To see an interactive map version of the three-year Capital Works Program and the most up to date status on each project, visit [Maps.ipswich.qld.gov.au/civicprojects](https://maps.ipswich.qld.gov.au/civicprojects)


Our Capital Works Program aligns with the themes found in our corporate plan: [iFuture](#).



TRANSPORT AND TRAFFIC					
ROAD SAFETY AND OPERATIONS					
PROJECT	PROJECT DESCRIPTION	2025–2026 \$'000	2026–2027 \$'000	2027–2028 \$'000	3 Year Total \$'000
Bannerman Street Footpath	Installation of a new footpath on Bannerman Street, between Becker Street and Riverview State School, Riverview.	35	247	-	282
Deebing Creek Road Footpath	Installation of a new footpath on Deebing Creek Road, between Pinkwood Court and Ash Street, Yamanto.	184	-	-	184
Haigslea Amberley Road Footpath	Installation of a new footpath for a missing link on Haigslea Amberley Road, along the property frontage of Walloon State School, Walloon.	30	254	-	284
iGO Intelligent Transport Systems Strategy Implementation	Implementation of the iGO Intelligent Transport Systems Strategy citywide improvements to council's road based technology.	77	110	110	297
iGO Road Safety Action Plan Implementation	Implementation of the iGO Road Safety Action Plan citywide safety improvements to council's road network.	77	110	110	297
Lawrence Street Footpath	Installation of a new footpath on the northern side of Lawrence Street, between Downs Street and Pine Street, North Ipswich.	270	-	-	270
Lobb Street Road Safety Improvements	Implementation of road safety improvements on Lobb Street, Churchill.	100	-	-	100


¹ Printed versions of this portfolio are uncontrolled and may not be current, as the program is regularly amended.

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Minor Improvements – Road Safety and Operations	Road Safety and Operations Minor Improvements Unallocated Budget is typically used for reactive, citywide, minor safety and operational improvements to council's transport network. Projects are typically identified through the service request process or routine inspections.	60	110	110	280
Parking Meter Upgrade	Installation of new 'Pay By Plate' parking meters.	1,200	-	-	1,200
Refuse Vehicle Turnaround Facilities	Upgrade to existing turnaround facilities to accommodate refuse vehicles and eliminate the need for reversing.	-	75	75	150
Road Safety and Operations Projects	Road safety and operations projects implemented as a result of road safety audit recommendations.	-	450	100	550
Road Safety Concept Design	Conceptual design for future strategic road improvement and upgrade projects.	40	40	40	120
Signs and Lines	Unallocated citywide budget focused on reactive signage and line marking requests that are generally received by the service request process.	500	500	400	1,400
Stuart Street and Bellevue Road Footpath	Installation of a new footpath on Stuart Street and Bellevue Road, Goodna.	70	532	-	602
Thagoona Haigslea Road Footpath	Installation of a new footpath on Thagoona Haigslea Road, along the property frontage of Haigslea State School, Haigslea.	120	-	-	120
Traffic Signal Modifications and Improvements	Unallocated budget is used for reactive and unplanned citywide traffic signal improvements.	132	165	165	462
Wandera Court Footpath	Installation of a new footpath on Wandera Court, between Wandera Court to Redbank Plains State School, Redbank Plains.	35	172	-	207
Road Safety and Operations Total		2,930	2,765	1,110	6,805

 STRATEGIC TRANSPORT					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Augusta Parkway and Sinnathamby Boulevard Road Upgrade	Upgrade of Augusta Parkway and Sinnathamby Boulevard, to a standard of a four-lane urban road from Eden Station Drive to Main Street, including a bridge duplication, Springfield Central/ Augustine Heights.	750	750	5,000	6,500
Blackstone Road, Thomas Street and Creek Street Intersection Upgrade	Upgrade of the intersection at Blackstone Road, Thomas Street and Creek Street, Silkstone, to a roundabout.	500	500	4,500	5,500
Corridor Planning and Concept Design Work	Corridor planning and early concept design work for iGO identified projects.	-	-	150	150
Eden Station Drive and Northern Sports Fields Intersection Upgrade	Upgrade of Eden Station Drive and Northern Sports Fields Access, Springfield Central, to a signalised intersection.	-	100	1,100	1,200
Fischer Road Upgrade	Upgrade of Fischer Road from Nevis Road to Montereia Road, Ripley, to a two-lane urban road standard.	650	5,481	9,616	15,747
Hooper, Moffatt and Pound Street Intersection Upgrade	Upgrade of the intersection at Hooper Street, Moffatt Street and Pound Street, West Ipswich.	-	200	300	500
Jones Road Upgrade – Stage 1	Upgrade of Jones Road, from Augusta Parkway to Brennan Street, Bellbird Park, to a two-lane urban standard.	-	-	100	100
Jones Road Upgrade – Stage 2	Upgrade of Jones Road and Church Street, from Brennan Street to Alice Street, Bellbird Park/ Goodna, to a two-lane urban standard.	-	-	100	100
Mary Street Road Upgrade	Upgrade of Mary Street, Blackstone, to a standard of a four-lane urban road, extending from Cunningham Highway to Thomas Street; including Mary Street extension to a standard of a two-lane urban road, extending from Thomas Street, Blackstone to Robertson Road, Raceview/Silkstone.	100	200	-	300

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Redbank Plains Road Upgrade – Stage 3	Upgrade of Redbank Plains Road, to a standard of a four-lane urban road, extending from Keidges Road to Kruger Parade, Bellbird Park/Redbank Plains.	-	2,000	-	2,000
Redbank Plains Road Upgrade – Stage 4	Upgrade of Redbank Plains Road, to a standard of a four-lane urban road, extending from Collingwood Drive to the Cunningham Highway, Redbank Plains/New Chum/Swanbank.	-	400	450	850
Ripley Road and Reif Street Intersection Upgrade	Upgrade of the intersection at Ripley Road and Reif Street, Flinders View.	2,750	890	-	3,640
Ripley Road Upgrade – Stage 1	Upgrade of Ripley Road, to a standard of a four-lane urban road from Cunningham Highway to Fischer Road, Ripley.	9,000	31,923	36,464	77,387
Ripley Road Upgrade – Stage 2	Upgrade of Ripley Road, to a standard of a four-lane urban road, extending from the Cunningham Highway to Edwards Street, Flinders View.	-	-	250	250
School Road Upgrade	Upgrade of School Road, to a standard of a four-lane urban road, extending from Redbank Plains Road to Alawoona Street, Redbank Plains.	300	2,000	3,000	5,300
School Road Upgrade – Redbank Plains Primary School Carpark	New carpark within Redbank Plains Primary School, to offset car parking and loading zones on School Road as part of the road upgrade project, Redbank Plains.	-	550	2,000	2,550
Springfield Greenbank Arterial Road Upgrade – Stage 2	Upgrade to Springfield Greenbank Arterial, to a standard of a four-lane urban road, extending from Springfield Central Boulevard to Grande Avenue, Springfield Central/Springfield Lakes; including an upgrade of the bridge.	-	-	300	300
Springfield Parkway Road Upgrade – Stage 2	Upgrade of Springfield Parkway, to a standard of a four-lane urban road, extending from Topaz Road to Hymba Yumba Independent School, Springfield.	7,000	8,275	6,500	21,775
Toongarra Road Upgrade	Upgrade of Toongarra Road, to a standard of a four-lane urban road, extending from Old Toowoomba Road to Samford Road, Leichhardt.	200	-	300	500
Strategic Transport Total		21,250	53,269	70,130	144,649

 SUSTAINABLE TRAVEL					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Bremer Street Footpath – Stage 2	Installation of a new shared path/boardwalk on the northern verge from Bell Street to Ellenborough Street, Ipswich.	30	1,000	-	1,030
Cycle Safety and Mobility Improvement Program	Cycle Safety and Mobility Improvement Program includes small scale projects to improve accessibility or safety to existing bicycle infrastructure and missing links in the cycle network.	100	100	150	350
Goodna Creek Bikeway – Stage 4	Installation of a bikeway along Goodna Creek, connecting Farmer Court, Redbank Plains to Woodlinks Village Estate, Collingwood Park.	-	-	140	140
Hunter Street Active Transport Action Plan (ATAP) Footpath	Kerb ramp improvements at intersection of Hunter Street and Workshops Street, Brassall.	-	5	40	45
iGO ATAP Implementation Forward Design	Concept design plans for future projects under the iGO ATAP Implementation sub-program for future budgets.	-	-	70	70
iGO Public Transport Action Plan	Public transport upgrade projects prioritising community-identified safety, security, amenity and accessibility issues, aligning with the iGO Public Transport Advocacy and Action Plan. Projects may include bus stop shelter or seat, safety improvement and footpath connection to bus stops.	100	60	100	260
Ipswich City Centre Bikeway – Stage 1	Installation of a commuter bikeway from the intersection of Thorn Street and South Street to East Street and South Street, Ipswich.	100	100	1,500	1,700
Ipswich City Centre Bikeway – Stage 2	Installation of a commuter bikeway from the intersection of South Street and Nicholas Street to Roderick Street and Omar Street along Limestone Road, Ipswich.	100	100	-	200

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Keidges Road ATAP Footpath	Installation of a footpath, appropriate kerb ramps, tree planting and landscaping on the western verge of Keidges Road between Lillian Street and Cudgee Street, Redbank Plains.	800	890	-	1,690
Mansfield Place ATAP Footpath	Upgrade existing footpath and kerb ramps to comply with Australian Standards for disability and improve visual amenity from East Street to Bell Street, Ipswich as part of the implementation of iGO Active Transport Action Plan.	370	-	-	370
Marsden Parade (Gordon Street) Footpath	Pedestrian link through the existing Queensland Rail underpass on Gordon Street, Ipswich.	800	800	-	1,600
Pedestrian Safety Improvements	Reactive pedestrian safety improvement projects identified through council's internal and external service request process.	140	175	220	535
Public Transport Disability Improvement Program	Upgrades to existing bus stops to comply with current legislative requirements.	200	400	400	1,000
Sustainable Travel Forward Design	Forward design for future projects within the Sustainable Travel program.	-	-	30	30
Willow Road ATAP Footpath – Stage 1	Installation of a footpath and landscaping on the southern verge of Willow Road, between 123-127 Willow Road and Keidges Road, Redbank Plains.	40	230	-	270
Willow Road ATAP Footpath – Stage 2	Installation of a footpath and landscaping on the northern verge of Willow Road, between the Goodna Creek Bikeway and Keidges Road, Redbank Plains.	-	60	930	990
Workshops Street ATAP Footpath	Installation of a footpath on southern side of Workshops Street, between Hunter Street and Vogel Road, Brassall.	-	30	320	350
Sustainable Travel Total		2,780	3,950	3,900	10,630
TRANSPORT AND TRAFFIC Total		26,960	59,984	75,140	162,084

FLOOD MITIGATION AND DRAINAGE



FLOOD MITIGATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Citywide Flood Impact Design	Preliminary design of flooding hotspots identified across the city.	100	100	200	400
Implementation of flood mitigation projects	Installation of new flood mitigation assets across the city.	-	-	1,000	1,000
Marburg Detention Basin Upgrade	Upgrade to the Marburg detention basin to meet the flood capacity requirement.	-	1,500	1,500	3,000
Flood Mitigation Total		100	1,600	2,700	4,400



LOCAL DRAINAGE

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Annual Local Drainage Projects	Unallocated citywide budget for planning, design, and construction of stormwater drainage infrastructure in flooding hotspots.	-	-	500	500
Bellbird Park Stormwater Drainage Improvements	Upgrade of existing stormwater drainage network on Perdita Street, Katandra Court and Rosemary Street, Bellbird Park.	250	500	-	750
Lobley Park and Glode Avenue Drainage Improvements	Upgrade of the stormwater drainage network adjacent to Lobley Park and Glode Avenue, Churchill.	250	-	-	250

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Minor Stormwater Drainage Improvement Projects	Undertake minor stormwater drainage improvements based on reactive requirements from service requests.	60	60	60	180
T L Cooney Avenue Drainage Improvements	Improvements to the existing stormwater drainage on T L Cooney Avenue, Bundamba.	-	-	130	130
Local Drainage Total		560	560	690	1,810
FLOOD MITIGATION AND DRAINAGE Total		660	2,160	3,390	6,210

PARKS, SPORTS AND ENVIRONMENT



DEVELOPER FUNDED PARKS

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Developer Funded Parks Projects	Unidentified developer funded parks projects.	275	400	4,000	4,675
Goupong Park Upgrade Including Playground	Upgrade of Goupong Park, Collingwood Park, to a District Recreation Park.	20	30	150	200
Public Recreation Parks Program	Planning, design and construction of citywide priority public recreation parks.	-	-	200	200
Redbank Plains Recreation Reserve New Clubhouse and Amenities	Installation of a clubhouse and amenities block at the Redbank Plains Recreation Reserve, Redbank Plains.	-	-	120	120
Redbank Plains Recreation Reserve New Sports Facility	Installation of new sports fields, back netting, carpark, connecting pathways and future provision for a clubhouse within Redbank Plains Recreation Reserve, Redbank Plains.	2,000	6,500	-	8,500
Tivoli Sporting Complex Amenities	Installation of an amenities block at Tivoli Sports Complex, Tivoli.	-	-	180	180
Tivoli Sporting Complex Lighting Renewal	Renewal of sports field lighting at Tivoli Sports Complex baseball Diamond A, Tivoli.	-	20	880	900
Windle Road Park	Development of a new park on Windle Road, Brassall.	-	-	150	150
Developer Funded Parks Total		2,295	6,950	5,680	14,925



ENVIROPLAN

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Enviroplan	Improvements to Conservation Estates and Reserves. Projects vary from signage, to trail upgrades and fencing.	900	720	740	2,360
Enviroplan Major Projects	Major upgrades and property purchases associated with the Enviroplan Program.	1,000	2,000	1,000	4,000
White Rock Spring Mountain Conservation Estate White Rock Boardwalk and Lookout Projects	Installation of a boardwalk and lookouts within the White Rock - Spring Mountain Conservation Estate, White Rock.	200	-	-	200
Enviroplan Total		2,100	2,720	1,740	6,560



IPSWICH NATURE CENTRE

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Ipswich Nature Centre Biosecurity Upgrade	Major upgrade of biosecurity area.	1,800	1,800	-	3,600
Ipswich Nature Centre Boardwalk Upgrade	Upgrade of Ipswich Nature Centre boardwalk.	170	-	-	170
Ipswich Nature Centre Improvements	Minor improvements to the Ipswich Nature Centre within Queens Park, Ipswich.	67	52	52	171
Ipswich Nature Centre Total		2,037	1,852	52	3,941



LOCAL PARKS AND SPORTS

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Centenary Sports Facility Upgrade	Installation of cricket practice nets, AFL goal posts, dugouts, scoreboard, sight screens and back netting at Centenary Sports Field, South Ripley.	-	-	350	350
Compliance, Safety and Improvements to Local Parks	Budget allocation is for minor compliance or safety improvements to council's assets based on inspections and service requests within Local Parks.	56	56	56	168
DA22B Sports Facility	Council's contribution towards the development of the DA22B Sports Facility, Springfield Central.	1,800	-	-	1,800
Evan Marginson Park Irrigation Upgrade	Irrigation upgrade to the sports fields in Evan Marginson Park, Goodna.	-	156	-	156
Goodna Bowls Club Green Lighting	Lighting to the second green of the Goodna Bowls Club, Goodna.	-	200	236	436
Local and District Park Toilet Accessibility Improvements	Accessibility improvements to toilets within local and district parks.	50	150	300	500
Local Bushland Reserve Improvements	Improvements to existing bushland reserves across the city including upgrades to tracks/access, installation of bike deterrents and fencing and signage.	150	200	200	550
Local Parks and Sport Projects	Unidentified local parks and sport projects.	-	300	-	300
Park Fencing and Bollard Projects	Provide fencing and bollards to various parks across the city.	25	50	50	125
Park Pathway Lighting Projects	Provide pathway lighting to various parks across the city.	-	50	150	200
Park Pathway Projects	Provide concrete pathways in various parks across the city.	25	50	-	75
Local Parks and Sports Total		2,106	1,212	1,342	4,660



NATURAL ENVIRONMENT AND STORMWATER

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
61 Workshop Street Ephemeral Wetlands	Installation of an ephemeral wetlands at 61 Workshops Street, Brassall.	350	500	-	850
Bremervale Park Upgrade Constructed Wetlands	Installation of a new ephemeral wetlands at Bremervale Park, Bundamba.	500	700	-	1,200
Brenda Court Stormwater Quality Improvement	Installation of stormwater quality improvement at Brenda Court, Collingwood Park.	450	550	-	1,000
Grace Street Channel Naturalisation	Installation of ephemeral wetlands and channel naturalisation adjacent Grace Street, Wulkuraka.	150	450	550	1,150
Heit Family Park Wetlands and Naturalisation	Installation of ephemeral wetlands and channel naturalisation at Heit Family Park, Willowbank.	400	500	-	900
Natural Environment and Stormwater Projects	Natural Environment and Stormwater Projects.	-	400	1,400	1,800
Sarah Drive Park Bioretention Basin - Rectification Works	Rectification works to bring the recently constructed Sarah Drive Park, Yamanto, bioretention basin to a functional state.	200	200	100	500
Small Creek Channel Naturalisation Stage 1 - Rectification Works	Rectification works to bring the recently naturalised channel in Small Creek Stage 1 to a functional state.	100	-	-	100
Stormwater Street Tree Pilot	Installation of water smart street trees at various locations across the city.	-	60	64	124
Natural Environment and Stormwater Total		2,150	3,360	2,114	7,624


KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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STRATEGIC PARKS AND SPORTS

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Compliance, Safety and Improvements to all Sporting Facilities	Minor compliance or safety improvements to council's assets based on inspections and service requests within sports facilities.	-	-	100	100
Compliance, Safety and Improvements to Strategic Parks	Budget allocation is for minor compliance or safety improvements to council's assets based on inspections and service requests within Strategic Parks.	56	100	100	256
George and Eileen Hastings Sporting Complex Amenities Building	Installation of an amenities building at the George and Eileen Hastings Sporting Complex, One Mile.	20	200	-	220
Ironbark Park Sports Facility Upgrade	Installation of additional goal posts, back netting, dugouts, shelters and seating at Ironbark Park, South Ripley.	-	-	300	300
Jim Donald Parklands Disability Carpark	Construction of a disability compliant carpark at Jim Donald Parklands, Silkstone.	60	-	-	60
Jim Donald Parklands Sports Field Nets	Installation of back netting to sports fields at Jim Donald Parklands, Silkstone.	-	-	100	100
Kholo Gardens New Retaining Wall	Installation of a retaining wall to protect the embankment and historic brick water wells in Kholo Gardens, Muirlea.	-	300	850	1,150
Limestone Park Carpark Extension (Southern corner)	Formalisation of an existing gravel car park near the netball courts in Limestone Park, Ipswich.	50	100	-	150
Limestone Park Fitness Equipment	Upgrade of the existing playground at Limestone Park, Ipswich.	-	-	250	250
Limestone Park New Dog Off Leash Area	Installation of new dog off leash area in Limestone Park, Ipswich.	150	450	-	600
Limestone Park New Toilets	Installation of new amenities facility within Limestone Park, Ipswich.	20	400	150	570
Limestone Park Top Carpark Lighting – Stage 2	Installation of new car park lighting to the Whyte Family Clubhouse, Ipswich.	-	270	-	270
Nerima Gardens Upgrade	Upgrade works to the Nerima Gardens, Ipswich.	200	150	300	650
Queens Park Tennis Centre Court Surface and Fence Replacement	Installation of synthetic grass and fencing replacement at Queens Park Tennis Centre, Ipswich.	-	-	400	400
Queens Park Healing Place	Installation of a memorial/healing place at Queens Park, Ipswich.	300	-	-	300
Queens Park Playground Upgrade	Upgrade to the existing playground within Queens Park, Ipswich.	67	250	300	617
Redbank Plains Recreation Reserve Carpark Extension	Expansion of the existing car park adjacent to the Redbank Plains Library, Redbank Plains.	550	-	-	550
Redbank Plains Recreation Reserve Cricket Net Lighting	Installation of cricket net lighting at Redbank Plains Recreation Reserve, Redbank Plains.	-	-	250	250
Redbank Plains Recreation Reserve Internal Road Lighting	Installation of additional street lighting within the Redbank Plains Recreation Reserve, Redbank Plains.	-	350	350	700
Rosewood Aquatic Centre Facility Upgrades	Upgrade the Rosewood Aquatic Centre as an outcome of the Aquatic Facilities Action Plan.	50	100	-	150
Sporting Facilities Fencing and Bollard Projects	Provide fencing and bollards to various sporting facilities across the city.	-	-	50	50
Sporting Facilities Pathway Lighting Projects	Provide pathway lighting to various sporting facilities across the city. Includes security and car park lighting.	-	-	75	75
Sporting Facilities Pathway Projects	Unallocated citywide budget to provide accessible concrete pathways in various sporting facilities across the city.	-	-	100	100
Sporting Facilities Toilet Accessibility Improvements	Unallocated citywide budget for accessibility improvements to toilets within sports parks facilities.	-	-	100	100
Sports Infrastructure Program	Unallocated citywide budget for planning, design and construction of sports infrastructure.	-	-	480	480
Spring Lake Park Toilet	Installation of a new toilet at Spring Lake Park adjacent to Montello Circuit, Springfield Lakes.	50	-	250	300

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Springfield Central Sports Complex Cricket Net Lighting	Installation of cricket net lighting at Springfield Central Sports Complex, Springfield Central.	-	-	250	250
Strategic Parks and Sports Projects	Strategic Parks and Sports Projects.	-	500	-	500
Tivoli Sporting Complex Clubhouse	Installation of a new clubhouse to be located within the Tivoli Sporting Complex, Tivoli.	-	120	1,200	1,320
Tivoli Sporting Complex Upgrade	Expansion of the existing Tivoli Sporting Complex, Tivoli.	2,000	6,500	-	8,500
Unallocated Preliminary Design Works for Sport Facilities	Unallocated preliminary design budget for sport facility projects.	-	-	100	100
Strategic Parks and Sports Total		3,573	9,790	6,055	19,418

 TI TREE BIOENERGY FUNDED					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Coopers Road, Willowbank Footpath	Footpath, kerb and channel installation on Coopers Road – from the corner of Cunningham Highway to Willowbank Drive, Willowbank.	96	1,500	-	1,596
Paynes Road, Ebenezer	Koala and community reserve.	600	600	-	1,200
Ti Tree Projects	Ti Tree Bioenergy funds are to be utilised expressly for the purposes of community and environmental benefit and to offset any impacts from the facility.	100	300	500	900
Willowbank Fauna Passage	Willowbank wildlife crossing infrastructure.	75	100	500	675
Ti Tree Bioenergy Funded Total		871	2,500	1,000	4,371

 WATERWAY RECOVERY					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Bremer River Bank Stabilisation – Stage 1	Rehabilitation of eroded streambanks in the Brisbane River, following the February 2022 flood events.	255	20	15	290
Bremer River Fishway Access and Viewing Station	Installation a viewing platform and access point to the Bremer River at One Mile.	-	170	-	170
Bremer River Streambank Rehabilitation	Rehabilitation of eroded streambanks in the Bremer River, following the February 2022 flood events.	565	20	20	605
Bremer River V-Notch Gauging Weir Fish Barrier Remediation	Remediation works to a priority fish barrier in the Bremer River at Walloon to restore connectivity.	-	-	55	55
Brisbane River Stabilisation – Stage 5	Rehabilitation of eroded streambanks in the Brisbane River, following the February 2022 flood events.	230	15	20	265
Cribb Park Launch and Access Improvement	Improvement to the access and launch area within the Bremer River at Cribb Park.	-	-	170	170
Ironpot Creek Bank Stabilisation – Stage 3a	Rehabilitation of eroded streambanks in the Ironpot Creek, following the February 2022 flood events.	515	20	20	555
Ironpot Creek Bank Stabilisation – Stage 3b	Rehabilitation of eroded streambanks in the Ironpot Creek, following the February 2022 flood events.	565	20	20	605
Kholo Bridge Reserve Launch and Access Point	Formalisation of a paddle craft access point to the Brisbane River at Kholo Bridge, Muirlea.	55	100	120	275
Warrill Creek Fish Barrier Remediation	Remediation works to a priority fish barrier in Warrill Creek at Purga to restore connectivity.	55	125	400	580
Waterway Education Signage	Installation of new educational signage around the city's waterways, to increase community engagement and awareness.	-	20	-	20
Woogaroo Creek Stabilisation – Stage 3b	Rehabilitation of eroded streambanks in the Woogaroo Creek, following the February 2022 flood events.	15	20	20	55

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Woogaroo Creek Stabilisation – Stage 4	Rehabilitation of eroded streambanks in the Woogaroo Creek, following the February 2022 flood events.	20	20	10	50
Woogaroo Creek Stabilisation – Stage 6	Rehabilitation of eroded streambanks in the Woogaroo Creek, following the February 2022 flood events.	-	80	280	360
Waterway Recovery Total		2,275	630	1,150	4,055
PARKS, SPORTS AND ENVIRONMENT Total		17,407	29,014	19,133	65,554

LOCAL AMENITY




IPSWICH CENTRAL REVITALISATION


PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Brisbane Street Refresh – Top of Town	Upgrade and refurbishment to the existing streetscape at the top of town, on Brisbane Street, Ipswich.	50	225	3,000	3,275
Cultural Heart – Nicholas Street	Create a green and connected spine between d'Arcy Doyle Place and Roderick Street, Ipswich, to support the city's cultural assets, walkability and accessibility.	250	300	125	675
East Street Streetscape Upgrade	Streetscape improvements and greening up East Street to improve walkability, connectivity and accessibility for all between David Trumpy Bridge to Court Street, Ipswich.	150	150	150	450
Ipswich Central Revitalisation	Revitalisation projects within Ipswich Central. Focusing on walkability, place movement and connectivity.	100	100	100	300
Ipswich Central Wayfinding	Creative wayfinding and place identity across Ipswich Central.	250	75	-	325
Light Up Ipswich Central	Installation of fairy lights in the fig trees on Brisbane Street, Ipswich.	150	150	-	300
Ipswich Central Revitalisation Total		950	1,000	3,375	5,325





KERB AND CHANNEL


PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Alfred Street Kerb and Channel	Installation of kerb and channel on Alfred Street, from 53 Alfred Street to Dossie Lane, Riverview.	40	-	-	40
Brisbane Road Kerb and Channel	Installation of kerb and channel on Brisbane Road, between Brick Street and Cole Street, Redbank.	40	-	-	40
Ferguson Street Kerb and Channel	Installation of kerb and channel on Ferguson Street, from Pine Street to its eastern end, North Ipswich.	70	-	-	70
Gladstone Road Kerb and Channel	Installation of kerb and channel on Gladstone Road, between Ferrett Street, Sadliers Crossing and William Street West, Coalfalls.	160	-	-	160
Gulland Street Kerb and Channel	Installation of kerb and channel on Gulland Street, from Pine Street to its eastern end, North Ipswich.	204	-	-	204
Moores Pocket Road Kerb and Channel	Installation of kerb and channel on Moores Pocket Road, from Boundary Street to its eastern end, Moores Pocket.	200	-	-	200
Salisbury Road Kerb and Channel	Installation of kerb and channel on Salisbury Road, from Macalister Street to its western end, Ipswich.	30	-	-	30
Short Street Kerb and Channel	Installation of new kerb and channel on Short Street, from Railway Street to Haigslea Amberley Road, Walloon.	200	-	-	200
Smith Street Kerb and Channel	Installation of kerb and channel on Smith Street, from Pine Mountain Road to its southern end adjacent 38 Smith Street, North Ipswich.	30	-	-	30
Stanley Street Kerb and Channel	Installation of kerb and channel on Stanley Street, from Stuart Street to Albert Street, Goodna.	22	-	-	22
Kerb and Channel Total		996	-	-	996

 PROVISIONAL PROJECTS					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Provisional Project Budget	Budget allocation is for provisional projects that are identified and raised throughout the year.	530	530	550	1,610
Provisional Projects Total		530	530	550	1,610


 SEALED GRAVEL ROADS					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Riverside Drive Upgrade – Stage 1	Upgrade Riverside Drive, from Kholo Botanic Gardens to Sherlocks Road, Muirlea, to a sealed rural road standard.	20	-	-	20
Sealed Gravel Road Forward Design	Forward design of future citywide sealing of gravel road projects.	104	-	-	104
Sealed Gravel Roads Total		124	-	-	124


 UNMAINTAINED GRAVEL ROADS					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Cummings Road Gravel Road Upgrade	Upgrade the existing unmaintained gravel road to a maintained standard on Cummings Road, Calvert.	107	-	-	107
Ferling Road Gravel Road Upgrade	Upgrade the existing unmaintained gravel road to a maintained standard on Ferling Road, Calvert.	148	-	-	148
Hedricks Road Gravel Road Upgrade	Upgrade the existing unmaintained gravel road to a maintained standard on Hedricks Road, Mount Forbes.	100	-	-	100
Schultzs Road Gravel Road Upgrade	Upgrade the existing unmaintained gravel road to a maintained standard on Schultzs Road, Ironbark.	145	-	-	145
Unmaintained Gravel Roads Total		500	-	-	500


 URBAN GREENING					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Root Barrier Restoration	Installation of tree root barrier around existing street trees that are impacting on or will impact on council and/or private assets.	195	223	230	648
Tree Protection Zone Improvements	Installation of fencing and timber bollards adjacent to existing trees to prevent vehicular damage to the exposed tree roots.	155	180	190	525
Urban Greening Total		350	403	420	1,173
LOCAL AMENITY Total		3,450	1,933	4,345	9,728


CORPORATE FACILITIES					
 FACILITY UPGRADES					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Facility Upgrade Projects	Unidentified Facility Upgrade Projects.	-	500	500	1,000
Ipswich Civic Centre Forecourt Upgrade	Forecourt upgrades including shade and additional weather protection at Ipswich Civic Centre, Ipswich.	-	-	450	450
Redbank Plains Recreation Reserve Facility Upgrade	Upgrades to the Redbank Plains Recreation Reserve facility, Redbank Plains.	-	250	-	250
Facility Upgrades Total		-	750	950	1,700

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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 NEW FACILITIES					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Ripley District Community Hub	New community hub facility, Ripley.	-	150	-	150
Springfield Citywide Community Hub	New community hub facility, Springfield Central.	-	250	-	250
Yamanto Local Community Hub	New community hub facility, Yamanto.	-	120	-	120
New Facilities Total		-	520	-	520
CORPORATE FACILITIES Total		-	1,270	950	2,220

SUSTAINABILITY					
 CLIMATE RESILIENCE					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Climate Resilience Projects	Climate Resilience Projects.	-	150	150	300
Implementation of new Net Zero Roadmap	Implementation projects for the new proposed Net Zero Roadmap.	225	250	300	775
South East Queensland Climate Resilient Alliance (SEQCRA) Project Contribution	Support of SEQCRA projects pending SEQCRA's project planning outcomes.	25	30	35	90
Climate Resilience Total		250	430	485	1,165

 RENEWABLE ENERGY					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Nicholas Street Green Precinct Expression of Interest	Expression of interest to market for a Green Energy precinct development within the Nicholas Street Precinct (NSP), Ipswich.	300	-	-	300
North Ipswich Reserve Solar System	Installation of a 60kW+ solar PV System at North Ipswich Reserve, North Ipswich.	-	150	-	150
Solar System and EV Charging Projects	Installation of additional solar systems and EV charging stations across the city. Exact locations have not been confirmed at this point in time.	150	200	200	550
Renewable Energy Total		450	350	200	1,000
SUSTAINABILITY Total		700	780	685	2,165

RESOURCE RECOVERY					
 RESOURCE RECOVERY					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Commercial Bin Purchases	Purchase of new and replacement commercial bins.	418	438	461	1,317
Domestic Bin Purchases	Purchase of new and replacement domestic bins.	911	942	975	2,828
Resource Recovery Centre Works	Reactive works at council's resource recovery centres.	100	340	536	976
Riverview Resource Recovery Centre – Entrance Upgrade	Entrance upgrade at Riverview Resource Recovery Centre, Riverview.	50	-	-	50

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Riverview Resource Recovery Centre – Internal Traffic Management	Upgrade to existing road network to improve access and user experience when traveling through the Riverview Resource Recovery Centre, Riverview.	-	500	250	750
Riverview Resource Recovery Centre – Kerb and Channelling	Rehabilitation of existing kerb and channel within the Riverview Resource Recovery Centre, Riverview.	-	251	130	381
Riverview Resource Recovery Centre – Line Marking	Upgrades to the line marking at Riverview Resource Recovery Centre, Riverview.	35	-	-	35
Riverview Resource Recovery Centre – Pit Rehabilitation	Undertake wall resurfacing and ramp rebuild for the waste pit at the Riverview Resource Recovery Centre, Riverview.	830	-	-	830
Riverview Resource Recovery Centre – Recycle Street	Improvements to visualisations of resource recycling area at the Riverview Resource Recovery Centre, Riverview.	120	180	300	600
Southern Resource Recovery Centre (Stage 1 – Preliminary inc Geotech)	Installation of a new facility incorporating the Southern Resource Recovery Centre and Animal Management Facility to meet the growth needs of the city.	1,500	3,000	1,500	6,000
Southern Resource Recovery Centre (Stage 2 – External Roadworks and Bulk Earthworks)	Installation of a new facility incorporating the Southern Resource Recovery Centre and Animal Management Facility to meet the growth needs of the city.	-	-	2,000	2,000
Western Resource Recovery Centre	Installation of a new Western Resource Recovery Centre to replace the existing Rosewood Resource Recovery Centre, Rosewood.	1,500	1,500	-	3,000
Resource Recovery Total		5,464	7,151	6,152	18,767
RESOURCE RECOVERY Total		5,464	7,151	6,152	18,767

DISASTER AND NATURAL HAZARD MANAGEMENT					
 DISASTER AND EMERGENCY MANAGEMENT					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Disaster Awareness Camera Network – Fire Detection Cameras	Specialist fire detection and disaster monitoring cameras.	-	80	-	80
Disaster Awareness Camera Network – Flood Cameras	Cameras utilised to monitor disaster events and provide situational awareness to council and the public. To replace existing temporary cameras.	130	130	130	390
Enviromon Software Replacement	This is the software system utilised by council to store flood warning infrastructure network data and share data with the Bureau of Meteorology (BOM).	200	100	-	300
Government Wireless Network Radios	Government Wireless Network radios.	20	20	-	40
Low Cost Flood Monitoring Devices	Alternative low cost flood water alert devices that can be utilised to expand the council flood monitoring network in a more economic way.	20	20	20	60
Marburg SES Facility Upgrade	Election commitment to upgrade Marburg SES facility.	120	-	-	120
Disaster and Emergency Management Total		490	350	150	990
DISASTER AND NATURAL HAZARD MANAGEMENT Total		490	350	150	990

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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ASSET REHABILITATION



BRIDGE AND CULVERT REHABILITATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Bergins Hill Road Culvert Rehabilitation	Culvert rehabilitation works on Bergins Hill Road, Bundamba.	200	2,000	2,000	4,200
Bridge and Culvert Rehabilitation Projects	Unidentified bridge and culvert rehabilitation projects.	-	-	2,500	2,500
Bridge Joint Repair	Bridge joint rehabilitation works identified from routine inspections.	-	400	-	400
Bundamba Creek Bridge Rehabilitation	Rehabilitation of bridge abutment protection at Bundamba Creek on Ripley Road, South Ripley.	100	550	-	650
Clem Street Footbridge Embankment Protection	Embankment protection works on Clem Street footbridge, Brassall.	40	75	300	415
Creek Street Bridge Rehabilitation	Bridge rehabilitation work on Creek Street, Bundamba.	40	60	300	400
Fawcner Crescent Stormwater Drainage Relining	Culvert rehabilitation works on Fawcner Crescent, Barellan Point.	102	-	-	102
Fernvale Road Bridge Rehabilitation	Bridge rehabilitation work on Fernvale Road, Brassall.	-	-	50	50
Hancock Bridge Barrier Replacement	Replacement of the Hancock Bridge barriers, on Albion Street and Kingsmill Road, Brassall/Coalfalls.	-	-	190	190
John Street Culvert Rehabilitation	Culvert rehabilitation work on John Street, Rosewood.	-	-	35	35
Lillian Street Retaining Wall Rehabilitation	Rehabilitation of retaining wall adjacent 3 Lillian Street, Redbank Plains.	-	-	40	40
Lower James Street Bridge Rehabilitation	Bridge rehabilitation work on Lower James Street pedestrian bridge, Goodna.	-	10	130	140
Mary Street Footbridge Replacement	Replacement of the existing footbridge on Mary Street, Bundamba.	10	180	-	190
McFarland Bridge Abutment Protection	Bridge abutment protection works on McFarland Bridge at Mount Mort Road, Grandchester.	-	120	1,200	1,320
Mill Street Footbridge Replacement	Replacement of the existing footbridge on Mill Street, Rosewood.	50	300	-	350
Mount Walker West Road Stormwater Drainage Relining	Culvert rehabilitation works on Mount Walker West Road, Lower Mount Walker.	320	-	-	320
Nerima Gardens Pond Rehabilitation	Reinstatement of pond edge and slope repair at Nerima Gardens, Ipswich.	25	310	-	335
Pine Mountain Road Stormwater Drainage Relining	Culvert rehabilitation works on Pine Mountain Road, Brassall.	65	-	-	65
Purga School Road Bridge Replacement	Replacement of the Purga School Road Bridge, Purga.	7,295	-	-	7,295
Railway Street Stormwater Drainage Relining	Culvert rehabilitation works on Railway Street, Rosewood.	153	-	-	153
River Heart Boardwalk Replacement	Replacement of River Heart Parkland Boardwalk, in compliance with current legislative requirements, on Bremer Street, Ipswich.	-	38	576	614
Robelle Domain Boardwalk Replacement	Robelle Domain boardwalk replacement, Southern Cross Circuit, Springfield Central.	-	20	700	720
Shanahan Parade Footbridge Replacement	Replacement of the existing footbridge on Shanahan Parade, Redbank Plains.	600	-	-	600
Strongs Road Bridge Replacement	Replacement of the Strongs Road Bridge, Lanefield.	-	4,500	-	4,500
Tallegalla Road Stormwater Culvert Rehabilitation – Stage 2	Culvert rehabilitation work on Tallegalla Road, Tallegalla.	-	400	-	400
Three Mile Bridge Abutment Protection	Scour protection on the Three Mile Bridge abutments located along Old Toowoomba Road, Leichhardt.	-	30	100	130
Bridge and Culvert Rehabilitation Total		9,000	8,993	8,121	26,114



DISTURBED LAND MANAGEMENT

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Borallon Closed Landfill Remediation	Rehabilitation of closed landfill site at Borallon.	-	-	150	150
Brittains Road Closed Landfill Stormwater Infrastructure Remediation	Remediation of failed stormwater infrastructure on Brittains Road Closed Landfill located at 63 Brittains Road, Augustine Heights and adjoining Program 30 lot 900SP300718.	600	400	-	1,000
Disturbed Land Remediation Projects	Disturbed Land Remediation Projects.	50	50	300	400
Disturbed Land Site Compliance Works	Reactive projects identified through routine investigations/inspections of council owned historic landfill and mine sites.	54	56	58	168
Environmental Monitoring Infrastructure	Installation of telemetry monitoring systems at disused landfill sites to monitor underground gases.	33	36	39	108
Whitwood Road (South) Historical Landfill Remediation	Rehabilitation of the Whitwood Road (South) Historical Landfill site, New Chum, by capping and stormwater drainage works.	-	1,000	1,000	2,000
Woogaroo Closed Landfill Leachate and Gas Management	Installation of leachate and gas management infrastructure at the Woogaroo closed landfill site, Goodna.	1,300	-	-	1,300
Disturbed Land Management Total		2,037	1,542	1,547	5,126



DRAINAGE REHABILITATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
134-136 Lyndon Way Drain Rehabilitation	Rehabilitation of the collapsed/displaced drain due to tree roots at 134-136 Lyndon Way, Karalee.	40	100	-	140
Albert Street Open Drain Rehabilitation	Rehabilitation of the open drain at 60B Albert Street, Rosewood.	30	60	540	630
Bergins Hill Road Drainage Channel Rehabilitation	Rehabilitation of existing stormwater drainage channel on Bergins Hill Road, Bundamba.	-	-	1,000	1,000
Blackall Street Stormwater Drainage Rehabilitation	Rehabilitation and partial replacement of stormwater drainage infrastructure on Blackall Street, Basin Pocket.	-	30	60	90
Bremer Vale Park Retention Basin Fencing Replacement	Replacement of the deteriorated fence around the Bremer Vale Park retention basin, Raceview.	-	20	40	60
Campbell Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Campbell Street, Woodend.	-	77	-	77
Chermside Road Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure and upgrade the outlet structure on Chermside Road, East Ipswich.	-	750	750	1,500
Colvin Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Colvin Street, North Ipswich.	118	-	-	118
Drainage Reactive Works	Reactive stormwater drainage rehabilitation projects currently not identified and may be required to be completed as soon as practical.	-	500	-	500
East Ipswich Catchment Drainage Rehabilitation - Stage 2	Rehabilitation of existing stormwater drainage infrastructure in the East Ipswich Catchment - Stage 2.	1,500	1,000	-	2,500
East Ipswich Catchment Drainage Rehabilitation - Stage 3	Rehabilitation of existing stormwater drainage infrastructure within the East Ipswich Catchment - Stage 3.	50	750	750	1,550
East Ipswich Catchment Drainage Rehabilitation - Stage 4	Rehabilitation of existing stormwater drainage infrastructure within the East Ipswich Catchment - Stage 4.	-	90	110	200
East Ipswich Catchment Drainage Rehabilitation - Stage 5	Rehabilitation of existing stormwater drainage infrastructure within the East Ipswich Catchment - Stage 5.	-	-	150	150
East Ipswich Catchment Drainage Rehabilitation - Stage 6	Rehabilitation of existing stormwater drainage infrastructure within the East Ipswich Catchment - Stage 6.	-	-	130	130

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Ferguson and Gulland Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Ferguson Street and Gulland Street, North Ipswich.	245	-	-	245
Harlin Road Drainage Rehabilitation	Replacement and rehabilitation of existing stormwater drainage infrastructure on Harlin Road, Coalfalls.	40	-	-	40
Hawthorne Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Hawthorne Street, Coalfalls.	-	35	-	35
Holly Court Detention Basin Fence Replacement	Replacement of the deteriorated fence around the Holly Court detention basin, Raceview.	30	100	-	130
Lamington Road Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Lamington Road, North Ipswich.	112	-	-	112
Lawrence Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Lawrence Street, North Ipswich.	-	109	-	109
Lingard Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Lingard Street, Woodend.	-	26	-	26
Lowry Lane and Colvin Street Drainage Rehabilitation	Replacement of existing stormwater drainage infrastructure on Lowry Lane and Colvin Street, North Ipswich.	350	400	-	750
Moffat Street Drainage Reconstruction	Reconstruction of existing stormwater drainage infrastructure on Moffatt Street, West Ipswich.	-	150	-	150
O'Sullivan Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on O'Sullivan Street, Woodend.	114	-	-	114
Panton Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Panton Street, Woodend.	-	128	-	128
Pelican Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Pelican Street, North Ipswich.	95	-	-	95
Pelican, Canning and Pine Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Pelican Street, Canning Street and Pine Street, North Ipswich.	230	-	-	230
Pryde Street and Hume Street Drainage Rehabilitation	Undertake stormwater drainage rehabilitation works to the existing network between Pryde Street and Hume Street, Woodend.	-	2,000	-	2,000
Rosewood Detention Basin Rehabilitation	Rehabilitation of Rosewood detention basin, Rosewood.	-	-	560	560
Smith Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Smith Street, North Ipswich.	-	145	-	145
Springfield Lakes Lower Dam Spillway Access	Rehabilitation of the lower dam spillway access at the Springfield Lakes, Springfield Lakes.	100	-	-	100
Unallocated Drainage Rehabilitation Projects	Unallocated drainage rehabilitation projects including Conceptual Design and CCTV investigations for pipe relining and replacement.	-	1,000	1,000	2,000
W M Hughes Street Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on W M Hughes Street, North Ipswich.	26	-	-	26
Woodend Catchment Drainage Rehabilitation – Stage 1	Rehabilitation of existing stormwater drainage infrastructure within the Woodend Catchment – Stage 1.	300	2,000	-	2,300
Woodend Catchment Drainage Rehabilitation – Stage 2	Rehabilitation of existing stormwater drainage infrastructure within the Woodend Catchment – Stage 2.	-	-	1,700	1,700
Woodend Catchment Drainage Rehabilitation – Stage 3	Rehabilitation of existing stormwater drainage infrastructure within the Woodend Catchment – Stage 3.	200	-	1,800	2,000
Woodend Catchment Drainage Rehabilitation – Stage 4	Rehabilitation of existing stormwater drainage infrastructure within the Woodend Catchment – Stage 4.	240	177	-	417
Woodend Catchment Drainage Rehabilitation – Stage 5	Undertake drainage rehabilitation and realignment works within the Woodend Catchment – Stage 5.	-	-	100	100
Woodend Road Drainage Rehabilitation	Rehabilitation of existing stormwater drainage infrastructure on Woodend Road, Sadliers Crossing.	50	500	-	550
Drainage Rehabilitation Total		3,870	10,147	8,690	22,707



FACILITY REHABILITATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Building Management System Replacement Program	Replacement program for building management system equipment across council facilities to ensure efficient maintenance of temperature, humidity and indoor air quality levels.	30	15	15	60
Cooneana Historical Society Clubhouse Rehabilitation	Renewal of the historic Motorcycle Clubhouse at the Cooneana Heritage Centre, New Chum.	90	-	100	190
Drinking Water Unit Replacement Program	Replacement program for drinking water units within council facilities.	20	20	20	60
Facilities Air-Conditioning System Replacement Program	Replacement of aging air-conditioning systems.	105	110	115	330
Facilities Minor Works Program	Minor facility refurbishment projects raised through the customer service request process.	105	110	115	330
Goodna SES Sewerage Connection	Connection to the sewerage system at the Goodna SES facility, Redbank Plains.	30	70	-	100
Home Assist Field Depot Thermal Upgrade	Thermal insulation upgrade of the Home Assist Field Depot, Riverview.	50	-	-	50
Incinerator Theatre and Jean Pratt Building Main Switchboard Renewal	Replacement of the corroded main switchboard located externally at the Jean Pratt building, Ipswich.	-	90	-	90
Incinerator Theatre Chimney Refurbishment	Refurbishment of the chimney at the Incinerator Theatre, Ipswich.	30	150	-	180
Ipswich Art Gallery Drainage Rehabilitation	Rehabilitation works required to prevent rising damp occurring at Ipswich Art Gallery, Ipswich.	50	200	-	250
Ipswich Art Gallery Forecourt Refurbishment	Replacement of the defective floor finishes within Ipswich Art Gallery forecourt area, Ipswich.	-	-	20	20
Ipswich Art Gallery Retaining Wall Renewal	Renewal of timber retaining wall adjacent to Ipswich Art Gallery and Ipswich Art Workshop, Ipswich.	50	250	-	300
Ipswich Art Gallery Roof Safety System Upgrade	Upgrade of the roof safety system at Ipswich Art Gallery, Ipswich.	170	-	-	170
Ipswich Art Workshop Refurbishment	Minor refurbishment of fixings at Ipswich Art Workshop, Ipswich.	-	-	15	15
Ipswich Civic Centre External Blinds Renewal	Renewal of external blinds at Ipswich Civic Centre, Ipswich.	-	50	-	50
Ipswich Civic Centre Foyer Ceiling Rehabilitation	Rehabilitation of the foyer ceiling within Ipswich Civic Centre, Ipswich.	-	-	600	600
Ipswich Civic Centre Gallery Toilets Rehabilitation	Refurbishment of the existing gallery toilets within Ipswich Civic Centre, Ipswich.	-	-	250	250
Ipswich Civic Centre Plant Deck Installation	Installation of a plant deck at Ipswich Civic Centre to prevent roof leaks, Ipswich.	40	250	-	290
Ipswich Civic Centre Vehicle Access Improvement	Reconstruction of existing vehicular access to Ipswich Civic Centre, Ipswich.	70	-	750	820
Ipswich Motorsport Precinct Lighting Replacement	Replacement of existing lighting to meet safety standards at the Ipswich Motorsport Precinct, Willowbank.	100	-	-	100
Ipswich Motorsport Precinct Main Switchboard Renewal	Renewal of the main electrical switchboard at the Ipswich Motorsport Precinct, Willowbank.	-	-	50	50
Ipswich Motorsport Precinct Sewer Modifications	Modification of the sewer at the Ipswich Motorsport Precinct, Willowbank.	-	60	-	60
Ipswich Pound Gate Replacement	Replacement of the entrance gate to the Ipswich Pound, West Ipswich.	-	-	70	70
Ipswich RSL Floor Levels Refurbishment	Refurbishment of the floor at the Ipswich RSL, Ipswich.	150	100	-	250
Minor Residential Housing Refurbishment Works	Minor works to council owned residential housing to maintain compliance with rental standards.	100	-	-	100
North Ipswich Bowls Club Carpark Resurfacing	Resurfacing of North Ipswich Bowls Club carpark, North Ipswich.	-	20	70	90


KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Old Woollen Mills Roof Replacement	Roof rectification works at the Old Woollen Mills, North Ipswich.	-	500	500	1,000
Queens Park Bowls Club Roof Renewal	Roof rectification works at the Queens Park Bowls Club, Ipswich.	-	250	-	250
Queens Park Café Flooring Renewal	Renewal of kitchen vinyl at Queens Park Café, Ipswich.	-	80	-	80
Redbank Collingwood Park Sports Complex Roof Replacement	Replacement of polycarbonate roof sheets at the Redbank Collingwood Park Sports Complex, Redbank.	-	60	-	60
Redbank Plains Library Retaining Wall Rehabilitation	Retaining wall rehabilitation works required to prevent water ingress from the retaining wall at the Redbank Plains Library, Redbank Plains.	50	-	-	50
Riverview Depot Lower Carpark Rehabilitation	Rehabilitation of the lower carpark pavement at the Riverview Depot, Riverview.	-	60	600	660
Rosewood Library Reactive Works	Rehabilitation works to address issues identified within the Rosewood Library, Rosewood.	80	-	-	80
Tallegalla House Refurbishment	Various refurbishment works of Tallegalla House, Tallegalla.	-	120	-	120
Whyte Family Clubhouse Roof Rectification	Roof rectification works at the Whyte Family Clubhouse, Ipswich, to address deterioration.	20	100	-	120
Woodend Nature Centre	Rehabilitation of building components at the Woodend Nature Centre, Woodend.	-	-	25	25
Facility Rehabilitation Total		1,340	2,665	3,315	7,320

GRAVEL ROAD REHABILITATION					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Gravel Resheeting Program	Reconstruction of existing gravel roads across the city. Locations are based on routine inspections and service requests.	1,500	2,000	2,675	6,175
Gravel Road Rehabilitation Total		1,500	2,000	2,675	6,175


KERB AND CHANNEL REHABILITATION					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Argyle Street Kerb and Channel Rehabilitation	Road reconstruction on Argyle Street, between Henty Drive to Price Close and 40 to 50 Argyle Street, Redbank Plains.	70	50	375	495
Barnes Court Kerb and Channel Rehabilitation	Reconstruction of kerb and channel at the cul-de-sac and rehabilitate the road pavement in Barnes Court, Silkstone.	215	-	-	215
Cross Street Kerb and Channel Rehabilitation	Reconstruction of kerb and channel and road pavement on a section of Cross Street, Raceview.	570	-	-	570
Edgar Street Kerb and Channel Rehabilitation	Reconstruct a section of kerb and channel on Edgar Street, from Whitehill Road to Minnis Street, Eastern Heights.	-	60	-	60
Frederick Street Kerb and Channel Rehabilitation	Reconstruct a section of kerb and channel on Frederick Street, from Glebe Road to George Street, Newtown.	-	60	60	120
Gladstone Road Kerb and Channel Rehabilitation	Reconstruction of kerb and channel from 1 to 21 Gladstone Road, Sadliers Crossing.	60	60	-	120
Holt Street Kerb and Channel Rehabilitation	Road reconstruction on Holt Street, from Glenelg Drive to end, Brassall.	55	40	-	95
Minor Kerb and Channel Rehabilitation Unallocated Program	Unallocated budget for reactive kerb and channel rehabilitation projects.	535	360	-	895
Queen Street Kerb and Channel Rehabilitation	Reconstruct a section of kerb and channel on Queen Street, from Blackstone Road to George Street, Newtown.	-	-	60	60
Royal George Lane Kerb and Channel Rehabilitation	Road reconstruction works on Royal George Lane, from John Street to Albert Street, Rosewood.	70	50	500	620
Russell Drive Kerb and Channel Rehabilitation	Road reconstruction works on Russell Drive, from Llewellyn Street to 65 Russell Drive, Redbank Plains.	70	50	-	120

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Trevlac Street Kerb and Channel Rehabilitation	Road reconstruction on Trevlac Street, Rosewood.	75	50	-	125
View Street Kerb and Channel Rehabilitation	Road reconstruction on View Street, from Pantan Street to 12 View Street, Woodend.	80	60	-	140
West Street Kerb and Channel Rehabilitation	Reconstruct a section of kerb and channel on West Street, from Darling Street East to Mary Street, Woodend.	-	75	40	115
York Street Kerb and Channel Rehabilitation	Reconstruct a section of kerb and channel on York Street, East Ipswich.	140	-	-	140
Kerb and Channel Rehabilitation Total		1,940	915	1,035	3,890

 PARKS REHABILITATION					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Battye Park Playground Replacement	Replacement of existing playground equipment at Battye Park, Brassall.	-	-	20	20
Brassall Bikeway Electricity Box Relocation	Relocation of lighting switch box to improve emergency and maintenance access to the Brassall Bikeway, Brassall.	15	-	-	15
Browns Park Carpark Rehabilitation	Renewal of council owned portion of the Browns Park carpark, North Ipswich.	-	60	-	60
Castle Hill Blackstone Reserve Carpark Refurbishment	Refurbishment of the existing carpark at Castle Hill Blackstone Reserve, Blackstone.	-	335	-	335
Grande Park Playground Mountain Slide Replacement	Replacement of the mountain slide and relocate the maintenance access gate at Grande Park, Springfield Lakes.	400	-	-	400
Griffiths Park Playground Replacement	Replacement of existing playground equipment at Griffiths Park, Bellbird Park.	-	10	170	180
Haig Street Conservation Reserve Bollards	Replacement of the existing timber bollards with recycled plastic bollards at the Haig Street Conservation Reserve, Brassall.	-	-	80	80
Hancock Park Playground Replacement	Replacement of play equipment at Hancock Park, Eastern Heights.	-	-	10	10
Hazelwood Park Pathway	Replacement of the existing pathway and improvement to the stormwater drainage channel at Hazelwood Park, Flinders View.	457	-	-	457
Leichhardt Park Swing Replacement	Replacement of the swing set at Leichhardt Park, One Mile.	-	15	-	15
Limestone Park Boundary Bollard Replacement	Replacement of existing timber bollards surrounding Limestone Park, Ipswich.	-	150	-	150
Limestone Park Fitness Equipment	Relocation of the existing fitness equipment within Limestone Park, Ipswich.	-	10	310	320
Norm Craswell Park Play Equipment Renewal	Playground renewal works at Norm Craswell Park, Redbank Plains.	20	10	225	255
Opossum Creek Parklands Softfall Rehabilitation	Replacement of organic softfall with synthetic softfall at Opossum Creek Parklands, Brookwater.	-	20	-	20
Organic Softfall Replacement	Rehabilitation of existing playground organic/ mulch softfall. These locations are determined from routine playground inspections and by the service request process.	550	575	575	1,700
Orion Lagoon Electrical Switchboards Replacement	Replacement of electrical switchboards at the Orion Lagoon, Springfield Central.	150	-	-	150
Paddington Park Playground Replacement	Replacement of the existing playground within Paddington Park, Flinders View.	100	240	-	340
Parks Refurbishment Reactive Works	Reactive works within parks and identified through the internal and external service request process.	60	60	70	190
Perimeter Lighting Robelle Domain	Additional security lighting for the council compound at Robelle Domain, Springfield Central.	-	10	-	10
Playground Rehabilitation Program	Reactive playground refurbishment works within parks and identified through the internal and external service request process.	80	100	120	300

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Regatta Walk Teenage Playground Rehabilitation	Replacement of the climbing unit at the teenage playground section of Regatta Walk, Springfield Lakes.	-	10	180	190
Rex Hawkes Park Dog Off Leash Area Fence Replacement	Reconstruct the existing fence within Rex Hawkes Park, Redbank Plains.	190	-	-	190
Rotary Bicentennial Park Softfall Rehabilitation	Replacement of organic softfall with synthetic softfall at Rotary Bicentennial Park, Redbank Plains.	-	80	-	80
Rourkes Park Play Area Rehabilitation	Replacement of the existing playground at Rourkes Park, Flinders View.	-	-	20	20
Rubber Softfall Replacement	Rehabilitation of existing playground rubber softfall. These locations are determined from routine playground inspections and by the service request process.	550	560	550	1,660
Shade Sail Replacement	Replacement of existing shade sails at various locations across the city.	80	80	80	240
Shapcott Park Canoe Ramp Renewal	Renewal of the canoe ramp at Shapcott Park, Coalfalls.	-	-	10	10
Streeton Park Bollard Rehabilitation	Rehabilitation of the timber bollards at Streeton Park, Redbank Plains.	-	-	45	45
Sutton Park Gym Equipment Renewal	Renewal of existing gym equipment at Sutton Park, Brassall.	20	190	-	210
Parks Rehabilitation Total		2,672	2,515	2,465	7,652

 PATH REHABILITATION					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Atlantic Drive Sporting Complex Footpath Rehabilitation	Replacement of a section of footpath affected by tree roots along the Atlantic Drive Sporting Complex, Springfield Lakes.	-	20	20	40
Cemetery Road Footpath Rehabilitation	Replacement of a section of footpath on Cemetery Road, Eastern Heights.	140	-	-	140
Downs Street Footpath Rehabilitation	Replacement of a section of footpath on Downs Street, North Ipswich.	196	-	-	196
Hume Street Footpath Rehabilitation	Replacement of a section of footpath and construction of retaining wall to ensure slope stability at Hume Street, Woodend.	-	20	20	40
Path Rehabilitation Projects	Rehabilitation of existing pedestrian pathways. These locations are determined from routine inspections and by the service request process.	159	100	130	389
Prospect Street Footpath Rehabilitation	Replacement of a section of footpath on Prospect Street, Tivoli.	320	-	-	320
Sharpless Road Footpath Rehabilitation	Replacement of a section of footpath on Sharpless Road, Springfield.	20	20	360	400
Tallon Street Footpath Rehabilitation	Replacement of a section of footpath on Tallon Street, Sadliers Crossing.	-	890	-	890
Warwick Road Footpath Rehabilitation	Elevation of the footpath and kerb ramp at 28 Warwick Road, Ipswich to mitigate stormwater intrusion.	50	200	-	250
Wellness Way Footpath Rehabilitation	Replacement of a section of footpath affected by tree roots along St Peters Lutheran College on Wellness Way, Springfield.	-	-	20	20
Whitehill Road Footpath Rehabilitation	Replacement of a section of footpath on Whitehill Road, Eastern Heights.	20	20	450	490
Path Rehabilitation Total		905	1,270	1,000	3,175




SEALED ROAD REHABILITATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Adelong Avenue Road Rehabilitation	Road pavement reconstruction works on various sections of Adelong Avenue, Thagoona.	2,540	-	-	2,540
Albert Street Road Rehabilitation	Road pavement reconstruction works on Albert Street, Rosewood.	60	60	5	125
Augusta Parkway Road Rehabilitation	Road pavement reconstruction works on a section of Augusta Parkway, Augustine Heights.	2,000	2,500	-	4,500
Boundary Street Rehabilitation Projects	Road pavement reconstruction works on Boundary Street, Moores Pocket.	50	-	70	120
Brisbane Terrace Road Rehabilitation	Road pavement reconstruction works on Brisbane Terrace, between Weedman Street and Monash Road, Redbank.	-	-	60	60
Brisbane Terrace Road Rehabilitation – Stage 1	Road pavement reconstruction works on Brisbane Terrace, from Lower James Street to the east of George Street, Goodna.	-	-	50	50
Brisbane Terrace Road Rehabilitation – Stage 2	Road pavement reconstruction works on Brisbane Terrace, from Lower Cross Street to 235 Brisbane Terrace, Goodna.	-	550	-	550
Burgoyne Street Road Rehabilitation	Road pavement reconstruction works on Burgoyne Street, from 19/21 to 37 Burgoyne Street, Bundamba.	5	400	-	405
Campbell Street Road Rehabilitation	Road pavement reconstruction works on Campbell Street, Woodend.	510	-	-	510
Cedar Road Rehabilitation – Stage 1	Road pavement reconstruction works on Cedar Road, from 81 to 101 Cedar Road, Redbank Plains.	60	100	100	260
Cedar Road Rehabilitation – Stage 2	Road pavement reconstruction works on Cedar Road, Redbank Plains.	60	-	-	60
Church Street Road Rehabilitation	Road pavement reconstruction works on Church Street, Goodna.	70	900	-	970
Citywide Sealed Road Resurfacing	Road resurfacing works at various locations across the city.	9,300	10,200	11,100	30,600
Citywide Sealed Road Resurfacing – Forward Design	Road resurfacing scoping and design at various locations across the city.	280	280	280	840
Cobalt Street Road Rehabilitation	Road pavement reconstruction works on Cobalt Street, from 67 Boundary Street to Emery Street, Carole Park.	-	-	70	70
Collingwood Drive Road Rehabilitation	Road pavement reconstruction works on Collingwood Drive, Collingwood Park.	-	-	70	70
Creek Street Road Rehabilitation	Road pavement reconstruction works on Creek Street, between Mining Street to 62 Creek Street, Granville entrance, Bundamba.	-	100	100	200
Dellvene Crescent Road Rehabilitation	Road pavement reconstruction works on Dellvene Crescent, Rosewood.	-	60	55	115
Dowden Street Road Rehabilitation	Road pavement reconstruction works on Dowden Street, Goodna.	700	-	-	700
Dudleigh Street Road Rehabilitation	Road pavement reconstruction works on Dudleigh Street, Booval.	-	-	65	65
Enterprise Street Road Rehabilitation	Road pavement reconstruction works on Enterprise Street, Wulkuraka.	765	-	-	765
Griffith Road Rehabilitation	Road pavement reconstruction works on Griffith Road, from 2A to 2B Griffith Road, Ipswich.	-	-	60	60
Howard Street Road Rehabilitation	Road pavement reconstruction works on Howard Street, Basin Pocket.	-	-	170	170
Jalrock Place Road Rehabilitation	Road pavement reconstruction works on a section of Jalrock Place, from 9-13 to Mica Street, Carole Park.	125	-	-	125
Johnston Street Road Rehabilitation	Road pavement reconstruction works on a section of Johnston Street, Bellbird Park.	-	400	-	400
Junction Road Rehabilitation	Road pavement reconstruction works on Junction Road, Karalee.	-	60	100	160

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Kingfisher Court Road Rehabilitation	Road pavement reconstruction works on a section of Kingfisher Court, from Lorrikeet Street to the northern end, Bundamba.	150	-	-	150
Lansdowne Way Road Rehabilitation	Road pavement reconstruction works on Lansdowne Way, Chuwar.	60	-	-	60
Lobb Street Road Rehabilitation	Road pavement reconstruction works on Lobb Street, Churchill.	60	70	-	130
Mary Street Road Rehabilitation	Road pavement reconstruction works on Mary Street, Blackstone.	70	130	100	300
Mica Street Road Rehabilitation	Road pavement reconstruction works on Mica Street, Carole Park.	70	-	50	120
Old Logan Road Rehabilitation	Road pavement reconstruction works on Old Logan Road, Camira.	-	510	-	510
Purga School Road Widening	Purga School Road rehabilitation and widening to align with the new bridge, Purga.	-	500	4,400	4,900
Reif Street Road Rehabilitation	Road pavement reconstruction works on Reif Street, from Ripley Road to Whitehill Road roundabout, Flinders View.	-	60	-	60
Ripley Road and Reif Street Intersection Upgrade	Upgrade of the intersection at Ripley Road and Reif Street, Flinders View.	800	-	-	800
River Road Rehabilitation	Road pavement reconstruction works on a section of River Road, Redbank.	220	600	480	1,300
Smiths Road Rehabilitation	Road pavement reconstruction works on Smiths Road, Goodna.	70	60	-	130
Springfield Lakes Boulevard Road Rehabilitation	Road pavement reconstruction works on Springfield Lakes Boulevard, Springfield Lakes.	60	70	-	130
Taloma Avenue Road Rehabilitation	Road pavement reconstruction works on Taloma Avenue, Chuwar.	55	70	-	125
Vivian Street Road Rehabilitation	Road pavement reconstruction works on a section of Vivian Street, between Minnis Street and Frederick Street, Eastern Heights.	-	70	770	840
Whitehill Road Rehabilitation	Road pavement reconstruction works on Whitehill Road, from Cascade Street to the culvert, south of Pendragon Street, Raceview.	60	70	-	130
Willowtree Drive Road Rehabilitation	Road pavement reconstruction works on a section of Willowtree Drive, from Dianthus Place to 30 Willowtree Drive, Flinders View.	-	20	825	845
Woodend Road Rehabilitation	Road pavement reconstruction works on Woodend Road, Woodend.	60	70	-	130
Sealed Road Rehabilitation Total		18,260	17,910	18,980	55,150

 SPORTS FACILITY REHABILITATION					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Atlantic Drive Tennis Court Lighting Replacement	Replacement of the tennis court lights and poles within the Atlantic Drive Sports Facility, Springfield Lakes.	-	-	23	23
Bill Paterson Oval Irrigation Rehabilitation	Irrigation refurbishment on Bill Paterson Oval, Limestone Park, Ipswich.	15	-	135	150
Bill Paterson Oval Mains Switch Board Replacement	Replacement of the mains switchboard at Bill Paterson Oval, Limestone Park, Ipswich.	25	-	-	25
Blue Gum Reserve Sports Field Lighting Renewal	Renewal of the lighting at Blue Gum Reserve sports field, Karalee.	400	-	-	400
Bundamba Swim & Gym Centre Doser Unit Replacement	Replacement of the pool dosing unit located at the Bundamba Swim and Gym Centre, Bundamba.	25	-	-	25
Bundamba Swim & Gym Centre Shade Sail Renewal	Renewal and redesign of the shade sail located over the zero depth pool at Bundamba Swim and Gym Centre, Bundamba.	10	80	-	90
Camira Recreation Park Lighting Renewal	Replacement of sports field lighting at Camira Recreation Park Oval B, Camira.	-	-	90	90

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Cribb Park Cricket Net Lighting Rehabilitation	Lighting refurbishment works at the Cribb Park cricket nets, North Ipswich.	160	-	-	160
Ebbw Vale Memorial Park Sports Field Lighting Renewal	Renewal of the lighting at the Ebbw Vale Memorial Park sports field, Ebbw Vale.	-	-	350	350
Electrical Pit Rehabilitation Works	Citywide rehabilitation program for electrical pits at council's sporting facilities.	100	100	-	200
Evan Marginson Park Netball Court Lighting Renewal	Renewal of the lighting at the Evan Marginson Park netball court, Goodna.	200	-	-	200
Evan Marginson Park Retaining Wall Rehabilitation	Rehabilitation of the existing spectator retaining wall between the netball courts and gym building at Evan Marginson Park, Goodna.	70	-	350	420
George Alder Tennis Centre Carpark Lighting Renewal	Renewal of existing carpark lighting at the George Alder Tennis Centre, Leichhardt.	-	15	-	15
George and Eileen Hastings Sporting Complex Lighting Renewal	Replacement of sports field lighting at George and Eileen Hastings Sporting Complex Diamond 2, One Mile.	450	-	-	450
Goodna Aquatic Centre Shade Sail Renewal	Renewal and redesign of the shade sail located over the exterior pool at the Goodna Aquatic Centre, Goodna.	10	70	-	80
Goodna Rugby League Club Refurbishment Works	Refurbishment works at the Goonda Rugby League Club, Goodna.	-	25	46	71
Grande Park Tennis Court Renewal	Renewal of the Grande Park tennis court including fencing, lighting and drainage rehabilitation, Springfield Lakes.	-	-	20	20
Ipswich Knights Soccer Club Oval A Lighting Rehabilitation	Lighting refurbishment works at the Ipswich Knights Soccer Club, Bundamba.	-	-	30	30
Ivor Marsden Memorial Park Lighting Renewal	Replacement of sports field lighting at Ivor Marsden Memorial Park Oval A, Amberley.	-	-	350	350
Limestone Park Netball Facility Court Resurfacing	Resurfacing of existing netball courts at Limestone Park, Ipswich.	115	4,600	-	4,715
North Ipswich Reserve/ JG Stephenson Oval Lighting Replacement	Replacement of existing lighting towers and luminaires at JG Stephenson Oval located at the North Ipswich Reserve, North Ipswich.	-	-	660	660
Orion Lagoon Chemical Control Unit Replacement	Replacement of chemical control unit at Orion Lagoon, Springfield Central.	30	-	-	30
Pool Blanket Replacement Program	Citywide replacement program for pool blankets at council's aquatic centres.	20	25	25	70
Redbank Collingwood Park Sports Centre Outdoor Court Renewal	Outdoor court renewal at the Redbank Collingwood Park Sports Centre, Redbank.	-	30	170	200
Redbank Plains Recreation Reserve Lighting Replacement	Replacement of existing lighting at the Redbank Plains Recreation Reserve, Redbank Plains.	-	330	-	330
Rosewood Aquatic Centre Changeroom Flooring Renewal	Renewal of the changeroom flooring at Rosewood Aquatic Centre, Rosewood.	-	30	-	30
Rosewood Aquatic Centre Facility Renewal	Renewal of the Rosewood Aquatic Centre, Rosewood.	50	-	-	50
Rosewood Showgrounds Cattle Ramp Renewal	Renewal of end-of-life cattle loading ramp at Rosewood Showgrounds, Rosewood.	20	-	-	20
Sports Facility Rehabilitation Projects	Reactive sports facility rehabilitation projects based on customer requests and condition assessments.	200	300	300	800
Sports Field Lighting Reactive Works	Reactive replacement of non-conforming sports field lighting across the city.	100	370	370	840
Tivoli Sporting Complex Sports Field Lighting Renewal	Replacement of sports field lighting at Tivoli Sports Complex ovals C and D, Tivoli.	270	-	-	270
Sports Facility Rehabilitation Total		2,270	5,975	2,919	11,164

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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STREET FURNITURE REHABILITATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Brisbane and Hooper Street Traffic Signal Refurbishment	Replacement of outdated traffic signal components at the intersection of Brisbane Street and Hooper Street, West Ipswich.	90	-	-	90
Eagle Street and Kruger Parade Traffic Signal Refurbishment	Replacement of outdated traffic signal components at the intersection of Eagle Street and Kruger Parade, Redbank.	127	-	-	127
Guard Rail Roadside Furniture Reinstatement	Reactive and unplanned guardrail replacement across the city.	165	171	177	513
Jones, Redbank Plains and Keidges Road Traffic Signal Refurbishment	Replacement of outdated traffic signal components at the intersection of Jones Road, Redbank Plains Road and Keidges Road, Redbank Plains.	127	-	-	127
Old Logan Road and Formation Street Traffic Signal Refurbishment	Replacement of outdated traffic signal components at the intersection of Old Logan Road and Formation Street, Carole Park.	75	-	-	75
Road Pavement Marking Reinstatement	Programmed pavement marking replacement across the city.	930	976	1,020	2,926
Traffic Facilities Reinstatement	Unplanned and programmed street furniture replacement across the city.	664	679	732	2,075
Traffic Signal Refurbishment	Rehabilitation of existing traffic signals.	-	203	206	409
Street Furniture Rehabilitation Total		2,178	2,029	2,135	6,342



WATER QUALITY REHABILITATION

PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Bertilia Street Basin Rehabilitation	Rehabilitation of bioretention basin at Bertilia Street, Augustine Heights.	200	-	-	200
Bremervale Park Bioretention Basins Rehabilitation	Rehabilitation of three bonded bioretention basins at Bremervale Park, Raceview.	100	200	300	600
Deebling Heights Bioretention Basins Rehabilitation	Rehabilitation of three bonded bioretention basins at Deebling Heights.	-	250	250	500
Fontana Street and Biella Court Bioretention Basins Rehabilitation	Rehabilitation of bioretention basins at Fontana Street and Biella Court, Leichhardt.	-	90	200	290
McCorry Drive Basin Rehabilitation	Rehabilitation of the stormwater drainage basin on McCorry Drive, Collingwood Park.	-	-	200	200
Robelle Domain Silt Mitigation	Detailed design of the Robelle Domain Lagoon to aid the ongoing management of sedimentation in the Lagoon, Springfield Central.	500	600	-	1,100
Surprise Avenue Erosion Rectification	Urgent rectification of active erosion at Surprise Avenue, Brassall.	750	-	-	750
Water Quality Rehabilitation Projects	Water Quality Rehabilitation projects.	-	-	700	700
Waterside Drive Bioretention Basin Rehabilitation	Rectification of the spillway of Waterside Drive, Springfield Lakes bioretention basin.	400	400	-	800
Water Quality Rehabilitation Total		1,950	1,540	1,650	5,140
ASSET REHABILITATION Total		47,922	57,501	54,532	159,955

KEY	Concept design	Planning and design	Preliminary works	Construction	Unallocated/Reactive
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FLEET					
FLEET					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Major Plant Replacement	Replacement of major plant assets.	2,300	583	2,044	4,927
Minor Plant Replacement	Replacement of minor plant assets.	330	328	877	1,535
Motor Vehicle Replacement	Replacement of motor vehicle assets.	1,170	1,708	1,497	4,375
Mowing – Minor Plant Growth	Purchase new mowing minor plant to meet the growth demand of the city.	300	-	-	300
Truck Replacement	Replacement of truck assets.	2,400	2,857	2,859	8,116
Waste Truck Replacement	Replacement of waste truck assets.	866	944	1,124	2,934
Waste Trucks – Domestic Growth	Purchase new waste trucks for collection of domestic bins to meet the growth demand of the city.	-	-	2,747	2,747
Fleet Total		7,366	6,420	11,148	24,934
FLEET Total		7,366	6,420	11,148	24,934

OTHER					
SPECIALIST EQUIPMENT					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Office Furniture	Purchase of new, and replacement of existing, council furniture.	27	29	31	87
Specialist Equipment	Purchase of new, and replacement of existing, specialised equipment.	103	100	105	308
Survey Equipment	Purchase of new, and replacement of existing, survey equipment.	290	170	150	610
Specialist Equipment Total		420	299	286	1,005

EMERGENT WORKS					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Emergent Works	Contingency budget for emergent works.	1,000	2,000	2,000	5,000
Emergent Works Total		1,000	2,000	2,000	5,000

OTHER CAPITAL PROJECTS					
PROJECT	PROJECT DESCRIPTION	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	3 Year Total \$'000
Corporate Projects	Including Nicholas Street Precinct Redevelopment, Materials Recovery Facility and upgrades to cemeteries, pound, community facilities, art gallery and libraries, as well as the Customer Experience Strategy.	21,038	6,783	8,763	36,584
North Ipswich Sport and Entertainment Precinct	North Ipswich Sport and Entertainment Precinct Stage 1: Western Grandstand.	4,580	17,500	17,500	39,580
Information Communication and Technology	Business systems and infrastructure upgrades.	4,800	3,250	3,250	11,300
iVolve (Enterprise Resource Planning) Project	Ongoing implementation of Enterprise Resource Planning replacement program.	9,470	2,547	3,886	15,903
Disaster Recovery	Including Flood Recovery and Voluntary Home Buy Back.	13,160	-	-	13,160
Other Capital Projects Total		53,048	30,080	33,399	116,527
OTHER Total		54,468	32,379	35,685	122,532

GRAND TOTAL	164,887	198,942	211,310	575,139
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COUNCIL FLOOD RECOVERY PROGRAM IN 2025–2026

Council recognises weather events are increasing and acknowledge that these events will impact the city's infrastructure, environment and the community. Throughout these events, council provides resources and implements processes to ensure appropriate recovery.

Following the events of 2022 through to the more recent event of 2025 a large volume of works has occurred which incorporate damage assessment of council assets, planning, design and construction, and rehabilitation works. Recovery works following an event are required to be undertaken on council's gravel road network, sealed roads and drainage network, open space, sporting and community facilities, and environmental and riverine areas. Work for the most recent event is underway with damage assessments nearing completion to enable funding submission preparation.

Council work in partnership with the Queensland Reconstruction Authority (QRA) to identify the impacts following an event and align this information to seek support for flood recovery funding to enable council to manage the costs to repair essential public assets as quickly as possible under the current economic constraints.

The Flood Recovery Program for 2025–2026 spans three categories:

Council Asset Rehabilitation

The asset rehabilitation category is tasked with reinstatement of community assets, that were too badly damaged to be repaired as emergent works, post weather event.

The asset rehabilitation program continues to focus on reinstating and repairing assets that were impacted by flooding events from 2022, 2024 and 2025. This includes the finalisation of reinstatement works from the 2022 event, and the identification and subsequent damage assessments from the late 2024 and early 2025 weather events.

Environmental Rehabilitation

Our environmental rehabilitation projects include bioretention basin works, repairs to stormwater quality offset infrastructure, and track and trail rehabilitation works across a number of our natural areas. Works continue with more than 50 per cent completion to date and a further 40 per cent of works currently underway.

Resilient Homes Fund

Under the Resilient Homes Fund (administered by the QRA), funding was available to assist eligible flood impacted homeowners with the option of voluntary home buy back (VHBB), retrofit (enhancing resilience) or raise flood affected homes. A request made by a residential homeowner to the QRA for VHBB was considered on a case-by-case basis, and if eligible, the homeowner was made an offer from the State Government for the property to be purchased by council and land rezoned for non-habitable use.

Council has purchased 204 properties so far, with approximately 160 properties demolished and land rehabilitated to open green space. Under the VHBB program, 206 properties in the Ipswich local government area will be purchased by council, eliminating the future flood risk for our residents and these properties.

Council costs are covered by the Resilient Homes Fund (jointly funded by the Queensland and Australian Governments).

Detailed information and progress updates on the flood recovery program are provided on council's website.

ipswich.qld.gov.au/services/flood-recovery



IPSWICH WASTE SERVICES ■ PERFORMANCE PLAN

2025-2026



IPSWICH WASTE SERVICES ANNUAL PERFORMANCE PLAN 2025–2026

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1. GENERAL OVERVIEW

1.1 INTRODUCTION

Ipswich City Council (council) established Ipswich Waste Services as a commercial business unit in 1998, for the purpose of delivering a high level of waste management services to its customers in a cost effective, efficient, timely and responsive manner, applying commercial principles of service delivery.

Ipswich Waste Services is a commercial activity under Chapter 3 of the *Local Government Act 2009* and is required under the legislation to have an Annual Performance Plan.

The Annual Performance Plan is the mechanism for council to specify its performance of the business and for Ipswich Waste Services to confirm its commitment to meeting the stated performance levels. The activities of Ipswich Waste Services will be in accordance with the policies contained in council's Corporate Policy Register. The term of this Annual Performance Plan is from 1 July 2025 to 30 June 2026.

Ipswich Waste Services will explore appropriate commercial opportunities to potentially expand the business in order to enhance its revenue base.



1.2 CUSTOMER CHARTER

The founding principle of Ipswich Waste Services is to meet the corporate objectives of council. A Customer Charter has been established to assist in focusing Ipswich Waste Services on its obligations to the customers of the city. The following Customer Charter outlines the rights of the customer and the rights of the council as undertaken on its behalf by Ipswich Waste Services:

Customers' Rights:

Our customers have a right to:

- a competitive domestic waste service
- a timely response to enquiries
- special services for the infirm
- be informed of changes to services before the changes take place
- performance guarantees
- contact us and make inquiries about the services provided
- have missed bins collected within one working day
- have a bin that a customer has forgotten to put out collected within one working day at the scheduled charge.

Council's Rights:

Under the provisions of the *Public Health Act 2005*, Local Government has been given the obligation for managing public health risks associated with waste. This Act also provides the State with the ability to take any necessary actions to remove or reduce the risk to public health from a waste related public health risk, if the State is reasonably of the opinion that the local government is failing to fulfil their responsibilities. Any reasonable costs and expenses incurred by the State can be recouped as a debt payable by the local government.

Therefore, under the provisions of this legislation, Local Government has a legal duty to ensure that appropriate waste collection, waste disposal services and regulatory controls are available within their jurisdiction.

Council has a right to the collection, transportation and disposal of waste being performed in a cost efficient and effective manner which meets legislative requirements and minimises negative impacts on the environment and community.

1.3 BUSINESS MANAGEMENT SYSTEM POLICY

Ipswich Waste Services has developed the following Business Management System Policy to demonstrate its

commitment to providing outstanding customer service and value for money from all its activities in a manner that achieves long term sustainable benefits to the environment and the community:

Our vision for Ipswich Waste Services is that we will lead by example and deliver best practice waste and resource recovery solutions for the City of Ipswich. From this vision, four primary goals have been set:

- reducing waste generation and landfill disposal
- increasing materials recovery and actively promoting a circular economy
- providing excellence in customer service
- continuous development of our people, processes, infrastructure and technology.

At Ipswich Waste Services, we are also committed to complying with all relevant legislation including Workplace Health and Safety and Environmental requirements, industry guidelines, good established practices such as Australian standards and all other requirements placed upon Ipswich Waste Services or to which we subscribe.

We recognise that good environmental and workplace health and safety performance is critical to the success of our business. We are committed to establishing measurable objectives and targets to ensure continued improvement aimed at prevention of pollution and elimination of work-related injury and illness.

Risk management is seen as an integral part of good management practices – managing both the potential opportunities and threats to the Ipswich Waste Services business. Risk is inherent in all our business activities. Ipswich Waste Services continuously manages risk through daily work activities. We acknowledge that the adoption of a strategic and formal approach to risk management will improve decision-making, enhance outcomes, provide accountability and ensure compliance with the relevant laws and regulations. We are committed to incorporating risk management into our philosophy, activities, operations and planning processes.

Our operational processes are developed and regularly reviewed to ensure they are efficient and meet the needs of our customers at an acceptable cost.

To assure our customers of our resolve, Ipswich Waste Services has established, documented, implemented and maintained a business management system and is continually seeking to improve its effectiveness with the aim of compliance to the requirements of the following standards:

- a) Quality management systems ISO 9001:2015
- b) Environmental management systems ISO 14001:2015
- c) Occupational health and safety management systems ISO 45001:2018

1.4 MANAGEMENT OF THE BUSINESS UNIT

1.4.1 AUTONOMY

Although operating as a branch within council's Environment and Sustainability Department, in accordance with the *Local Government Act 2009*, Ipswich Waste Services conducts its day to day operations with autonomy, subject to overarching control mechanisms under the commercialisation framework. Council is therefore responsible for setting broad policy directions for Ipswich Waste Services and Ipswich Waste Services is responsible for service delivery within the parameters of council's requirements.

1.4.2 IDENTITY

Ipswich Waste Services will have an identity which is clearly linked with Ipswich City Council. The Business Unit will be identifiable to customers using a co-branded logo with the linkage with Ipswich City Council clearly stated below.

Ipswich Waste Services will exhibit the form of a company or corporation (but without a separate legal

identity) operating within the commercial concepts of responsibility, propriety and care which are integral parts of the governance of such entities.

1.4.3 DELEGATIONS

As detailed in the Delegations Register, council has delegated specific authorities to the Manager Resource Recovery. These delegations provide the appropriate levels of delegated authority so that Ipswich Waste Services may operate with day to day autonomy.

1.4.4 ACCOUNTABILITY

The performance of Ipswich Waste Services will be monitored against performance targets specified in Ipswich City Council's annual Operational Plan. Ipswich Waste Services will also comply with the requirements of laws applying to Local Government. Ipswich Waste Services will be responsible to meet the agreed performance targets and to report and keep records as required for auditing purposes as set out in this Operational Plan.



1.5 SERVICES PROVIDED BY IPSWICH WASTE SERVICES

1.5.1 COLLECTION OF WASTE AND RECYCLING MATERIAL

- **Commercial Waste Collection:** waste collection from local business and neighbouring councils. Ipswich Waste Services provides a range of commercial waste management services to external clients including front lift, rear lift, skip, Hook and mobile garbage bins. As appropriate, individual service agreements are entered into with external customers with each agreement specifying the service level requirement.
- **Dead Animal Service:** removal of dead animals from notified premises or roadsides.
- **Domestic Recycling:** Recycling Service from mobile garbage bins and Bulk Bin Recycling Service within the designated waste service collection area.
- **Domestic Waste:** General Waste Service from mobile garbage bins and Domestic Bulk Bin Service within the designated waste service collection area.
- **Domestic Garden Organics:** Garden Organics from mobile garbage bins within the designated waste service collection area.
- **Internal Waste Collection Service:** waste collection services provided for council's facilities and depots.
- **On-Demand Large Items Kerbside Collection:** provision of an annual free large item collection service per annum to increase access and flexibility for households to dispose of unwanted household items.
- **Public Place Litter Bin Service:** service of Public Place Litter bins located within Ipswich.
- **Resource Recovery Centre Services:** operating the Riverview and Rosewood Resource Recovery Centres.



2. PERFORMANCE MEASURES AND TARGETS

2.1 INTRODUCTION

Multiple performance standards have been identified for Ipswich Waste Services. Listed below are the measures that will be used to assess the performance of Ipswich Waste Services for the 2025–2026 financial year. Performance against these standards is reported to council on a quarterly basis.

Each of the measures has been developed to identify:

- **Key Result Area** – a statement of what is to be achieved (the business objective).
- **Indicator** – what will tell us whether the outcome is being achieved.
- **Acceptable Standard** – the minimum level of performance that is acceptable.
- **Target** – the level of performance that Ipswich Waste Services actively aims to achieve.

The performance standards have been grouped into the key result areas of Waste Reduction and Resource Recovery, Customer Service, People and Processes and Financial.



2.2 WASTE REDUCTION AND RESOURCE RECOVERY

PERFORMANCE TARGETS – WASTE REDUCTION AND RESOURCE RECOVERY			
Key Result Area	Indicators	Acceptable Standard	Targets
Waste Reduction	Percent municipal solid waste reduction per capita (baselined against the 2020 results of 373kg)		15% (by 2030)
Resource Recovery	Percent municipal solid waste diverted from landfill	>35%	>45% (70% by 2030)
	Percent recycling material diverted from landfilling at the Resource Recovery Centres	>25%	>35%
	Percent of recycling material diverted from landfill by domestic collection services	>15%	>20%
	Percent of Garden Organics material diverted from landfill by domestic collection services	>5%	>10%
	Percent of commercial material diverted from landfill	>15%	>20%

2.3 CUSTOMER SERVICE

PERFORMANCE TARGETS – PROVIDING EXCELLENCE IN CUSTOMER SERVICE			
Key Result Area	Indicators	Acceptable Standard	Targets
Achieve excellence in customer service	Customer response to survey questions indicates customer satisfaction with council's waste and recycling services	>85%	>90%
	Number of domestic kerbside bins repaired or replaced per 1,000 bins in service	<7	<5
	Number of domestic kerbside bin missed service complaints or extra services requested per 1,000 bins in service	<5	<4

2.4 PEOPLE AND PROCESSES

PERFORMANCE TARGETS – CONTINUOUS DEVELOPMENT OF OUR PEOPLE AND PROCESSES			
Key Result Area	Indicators	Acceptable Standard	Targets
Promote a climate of action within the workforce	LTISR – Lost time injury severity rate	9	7
	Work programs, traineeships and internships to facilitate a diverse and representative workforce	1 entrant per year	1 entrant per year
Deliver efficient and effective operations	New domestic general waste, recycling and garden organic service commencements actioned within five working days of notification	>85%	>95%
	Requests for bin replacement and repairs actioned within five working days of notification	>85%	>95%
	Missed and extra service requests completed within one day of notification	>85%	>95%

2.5 FINANCIAL

PERFORMANCE TARGETS – FINANCIAL			
Key Result Area	Indicators	Acceptable Standard	Targets
Provide value to shareholders	Net Profit Margin – calculated as net (Surplus) Deficit after tax/earnings *100	budgeted net profit margin	>budgeted net profit margin
	Budget Performance – surplus on operations	budgeted net surplus	>budgeted net surplus
	Debtors Days Outstanding	<38 days	<28 days

2.6 MAJOR INVESTMENTS

In accordance with the City of Ipswich's Resource Recovery Strategy, Ipswich Waste Service will deliver major investments into key resource recovery infrastructure. This will include planning for new and significant upgrades to existing council waste infrastructure. The detail of the planned activities for the 2025–2026 period are outlined in the 2025–2028 Capital Works program section of this report.

3. REPORTING REQUIREMENTS

Ipswich Waste Services will provide council with a report detailing the following items:

- major highlights of operational activities
- performance in relation to stated performance targets
- financial analysis of performance against budget
- waste and recycling volumes
- Resource Recovery Centre data
- delegation reporting
- asset disposal.

4. POLICIES

There is an agreed Policy Register that establishes the Policy Framework within which Ipswich Waste Services will operate. These policies can be amended as required by council.

4.1 PRICING

4.1.1 FEES AND CHARGES (EXTERNAL)

The fees and charges to be levied by Ipswich Waste Services for services provided to external customers will be in accordance with council's adopted Fees and Charges. The schedule of fees and charges for Ipswich Waste Services nominates quoted charges for the provision of waste services. In order to compete in the waste marketplace, the Manager Resource Recovery may use the delegated power to provide quotes for the provision of waste services.

4.1.2 INTERNAL SERVICES

Charges for services provided to council by Ipswich Waste Services will be in accordance with the pricing schedule prepared each financial year.

4.2 BUSINESS RETURN

A surplus target is set for Ipswich Waste Services on an annual basis and adopted by council through the council budget process.

Surpluses are returned to council in accordance with the adopted budget.

4.3 TAX EQUIVALENTS

Tax equivalents are shown as an operational expense and are set during the council budget process.

4.4 BORROWINGS

Borrowings for capital expenditure are approved through council's budget process and are in accordance with council's adopted borrowing policy. Ipswich Waste Services does not have any current borrowings.

4.5 COMMUNITY SERVICES OBLIGATIONS

Under the provisions of the *Local Government Act 2009*, any community service obligations of the commercial business unit must be clearly identified in the Annual Performance Plan and costed separately. The commercial business unit is also to be appropriately funded for its community service obligations, any funding made apparent and performance targets must be set for its community service obligations. Funding of community service obligations undertaken by Ipswich Waste Services is provided through the adopted council budget.

Ipswich Waste Services have a Community Service Obligations Policy which includes the following obligations:

- charity and not-for-profit organisation waste disposal fee exemptions
- community clean up events waste disposal fee exemptions
- waste and recycling services at community events
- comingled recycling program for schools
- additional bin capacity for residents with specific medical conditions
- kerbside collection service assistance for infirm residents.

IPSWICH CITY COUNCIL ■ CITY BUDGET

2025–2026



Image courtesy Darcy Goss Media

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PART 1. BUDGETED FINANCIAL STATEMENTS AND LONG-TERM FINANCIAL FORECAST

2025–2026 Budget Statement of Income and Expenditure

	2024–2025 Anticipated \$'000	2025–2026 Budget \$'000	2026–2027 Estimated \$'000	2027–2028 Estimated \$'000
Income				
Operating Revenue				
Differential General Rates	239,748	256,366	272,601	290,897
Utility and Other Charges	52,313	63,115	68,168	73,648
less Discounts and Remissions	(13,083)	(13,356)	(13,670)	(14,023)
Net Rates, Levies and Charges	278,978	306,125	327,099	350,522
Fees and Charges	46,323	46,177	48,411	50,705
Interest and Investment Revenue	10,208	6,295	6,755	6,367
Sales Revenue	4,271	4,397	4,639	4,878
Other Income	37,895	39,393	42,024	44,022
Grants, Subsidies, Contributions and Donations	18,977	13,602	13,948	14,270
Total Operating Revenue	396,652	415,989	442,876	470,764
Capital Revenue				
Grants, Subsidies, Contributions and Donations	57,982	27,099	59,039	24,853
Developer Donated Assets	105,000	105,600	126,175	152,440
Developer Cash Contributions	33,106	24,000	31,280	34,760
Capital Income/(Loss)	2,302	-	-	-
Total Income	595,042	572,688	659,370	682,817
Expenses				
Operating Expenses				
Employee Benefits	147,457	152,634	160,558	167,127
Materials and Services	121,317	123,743	130,071	137,932
Finance Costs	14,850	14,539	15,506	16,308
Depreciation and Amortisation	99,703	102,454	108,876	116,206
Other Expenses	12,693	14,507	15,071	15,648
Total Operating Expenses	396,020	407,877	430,082	453,221
Capital Expenses				
Loss on Impairment	3,493	-	-	-
Total Expenses	399,513	407,877	430,082	453,221
Net Result	195,529	164,811	229,288	229,596
Operating Result				
Operating Revenue	396,652	415,989	442,876	470,764
Operating Expenses	396,020	407,877	430,082	453,221
Operating Result	632	8,112	12,794	17,543

2025-2026 Budget Statement of Financial Position

	2024-2025 Anticipated \$'000	2025-2026 Budget \$'000	2026-2027 Estimated \$'000	2027-2028 Estimated \$'000
Assets				
Current Assets				
Cash and Cash Equivalents	125,671	143,813	144,594	141,797
Receivables	33,181	35,104	37,310	39,559
Inventories	2,252	2,400	2,561	2,748
Contract Assets	3,498	-	-	-
Other Current Assets	4,006	4,139	4,259	4,369
Total Current Assets	168,608	185,456	188,724	188,473
Non-Current Assets				
Joint Ventures and Associates	472,406	472,406	472,406	472,406
Investment Property	50,150	50,150	50,150	50,150
Property, Plant and Equipment	3,996,885	4,142,038	4,349,706	4,587,506
Right of Use Assets	2,882	2,113	1,344	575
Intangible Assets	12,939	26,141	29,196	33,064
Total Non-Current Assets	4,535,262	4,692,848	4,902,802	5,143,701
Total Assets	4,703,870	4,878,304	5,091,526	5,332,174
Liabilities				
Current Liabilities				
Payables	30,076	30,288	31,794	33,397
Contract Liabilities	10,665	23,207	13,091	-
Loans	93,526	49,626	34,234	75,750
Lease Liabilities	747	747	747	557
Provisions	31,320	32,485	34,189	35,572
Other Current Liabilities	15,407	14,624	8,049	8,367
Total Current Liabilities	181,741	150,977	122,104	153,643
Non-Current Liabilities				
Loans	305,411	353,311	366,687	346,569
Lease Liabilities	1,979	1,262	540	-
Provisions	3,344	3,427	3,580	3,751
Other Non-Current Liabilities	6,879	-	-	-
Total Non-Current Liabilities	317,613	358,000	370,807	350,320
Total Liabilities	499,354	508,977	492,911	503,963
Net Community Assets	4,204,516	4,369,327	4,598,615	4,828,211
Community Equity				
Asset Revaluation Surplus	997,664	997,664	997,664	997,664
Accumulated Surplus	3,206,852	3,371,663	3,600,951	3,830,547
Total Community Equity	4,204,516	4,369,327	4,598,615	4,828,211

**2025-2026 Budget
Statement of Cash Flows**

	2024-2025 Anticipated \$'000	2025-2026 Budget \$'000	2026-2027 Estimated \$'000	2027-2028 Estimated \$'000
Cash Flows from Operating Activities				
Receipts from Customers	364,050	394,228	419,994	447,900
Payments to Suppliers and Employees	(310,915)	(290,293)	(303,116)	(318,362)
Interest Revenue	10,208	6,295	6,755	6,367
Non-Capital Grants, Subsidies and Contributions	18,808	13,543	13,921	14,248
Borrowing Costs	(14,048)	(13,598)	(14,655)	(15,424)
Payment of Provision	(73)	(73)	(73)	(73)
Other Cash Flows from Operating Activities	(288)	(280)	(281)	(297)
Net Cash Flow from Operating Activities	67,742	109,822	122,545	134,359
Cash Flows from Investing Activities				
Payments for Property, Plant and Equipment	(199,986)	(149,867)	(193,145)	(204,174)
Payments for Intangible Assets	(9,906)	(15,020)	(5,797)	(7,136)
Proceeds from Property, Plant and Equipment	5,631	10,446	6,288	6,645
Grants, Subsidies, Contributions and Donations	92,019	67,139	80,203	46,522
Other Cash Flows from Investing Activities	(8,206)	(7,662)	(6,575)	318
Net Cash Flows from Investing Activities	(120,448)	(94,964)	(119,026)	(157,825)
Cash Inflows from Financing Activities				
Proceeds from Borrowings	42,000	93,400	47,500	55,500
Repayment of Borrowings	(45,739)	(89,400)	(49,515)	(34,102)
Repayments made on Finance Leases	(710)	(716)	(723)	(729)
Net Cash Flows from Financing Activities	(4,449)	3,284	(2,738)	20,669
Net Increase/(Decrease) for the year	(57,155)	18,142	781	(2,797)
Opening Cash and Cash Equivalents	182,826	125,671	143,813	144,594
Closing Cash and Cash Equivalents	125,671	143,813	144,594	141,797

2025-2026 Budget Statement of Changes in Equity

	2024-2025 Anticipated \$'000	2025-2026 Budget \$'000	2026-2027 Estimated \$'000	2027-2028 Estimated \$'000
Balance at Beginning of Year				
Accumulated Surplus¹	3,011,323	3,206,852	3,371,663	3,600,951
Asset Revaluation Reserve	997,664	997,664	997,664	997,664
Total Community Equity	4,008,987	4,204,516	4,369,327	4,598,615
Net Result for the Period				
Accumulated Surplus¹	195,529	164,811	229,288	229,596
Asset Revaluation Reserve	-	-	-	-
Total Community Equity	195,529	164,811	229,288	229,596
Asset Revaluation Adjustments				
Accumulated Surplus¹	-	-	-	-
Asset Revaluation Reserve	-	-	-	-
Total Community Equity	-	-	-	-
Balance at End of Period				
Accumulated Surplus¹	3,206,852	3,371,663	3,600,951	3,830,547
Asset Revaluation Reserve	997,664	997,664	997,664	997,664
TOTAL COMMUNITY EQUITY	4,204,516	4,369,327	4,598,615	4,828,211

IPSWICH WASTE SERVICES

In accordance with section 169(3)(i)(2) of the *Local Government Regulation 2012*, council is required to include in the budget the estimated costs of the activities of the local government's commercial business units.

Estimated Statement of Income and Expenditure - Ipswich Waste Services

2025-2026 Budget \$'000	
Revenue	
Utilities and Other Charges	51,017
Fees and Charges	15,659
Interest Revenue	790
Other Revenue	1,215
Internal Trading Revenue	6,142
Total Revenue	74,823
Expenses	
Employee Expenses	12,634
Materials and Services	18,579
Depreciation	1,429
Other Expenses	6,955
Internal Trading Expense	18,774
Tax Equivalents Expense	6,391
Total Expenses	64,762
Net Operating Surplus	10,061

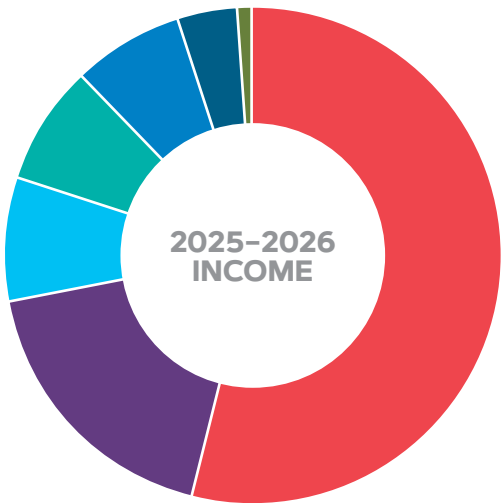
RATES COMPARISON

In accordance with section 169(7) of the *Local Government Regulation 2012*, council is required to report the total value of the change, expressed as a percentage in the rates and utility charges levied for the financial year (2025–2026), compared with the rates and utility charges levied in the previous budget (2024–2025).

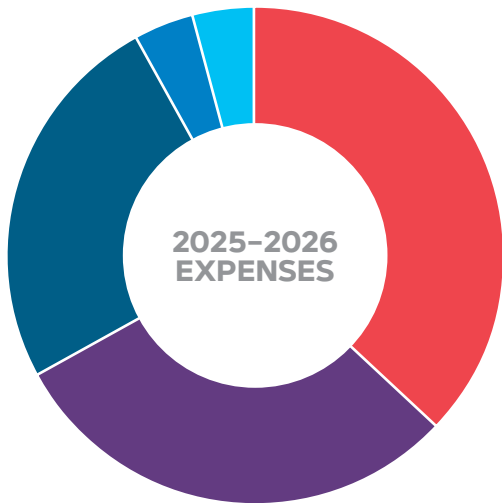
	2024–2025 Budget \$'000	2025–2026 Budget \$'000	Increase
Rates	248,879	268,411	7.85%*
Utility Charges	46,309	51,070	10.28%*
Gross Rates and Charges	295,188	319,481	8.23%*
less Discounts and Remissions	(13,274)	(13,356)	
Net Rates and Charges	281,914	306,125	

*includes estimated growth

BREAKDOWN OF INCOME AND EXPENSES



Type of Income	Totals (%)
Net Rates and Utility Charges	54%
Developer Donated Assets	18%
Fees and Charges	8%
Other Revenue	8%
Government Grants and Subsidies	7%
Developer Cash Contributions	4%
Interest Revenue	1%
Grand Total	100%



Type of Expense	Totals (%)
Employee Expenses	37%
Materials and Services	30%
Depreciation	25%
Finance Costs	4%
Other Expenses	4%
Grand Total	100%

2025–2026 Long Term Financial Forecast Statement of Income and Expenditure

	2025–2026 Budget \$'000	2026–2027 Estimated \$'000	2027–2028 Estimated \$'000	2028–2029 Estimated \$'000
Income				
Operating Revenue				
Differential General Rates	256,366	272,601	290,897	310,633
Utility and Other Charges	63,115	68,168	73,648	78,909
less Discounts and Remissions	(13,356)	(13,670)	(14,023)	(14,381)
Net Rates, Levies and Charges	306,125	327,099	350,522	375,161
Fees and Charges	46,177	48,411	50,705	53,098
Interest and Investment Revenue	6,295	6,755	6,367	6,655
Sales Revenue	4,397	4,639	4,878	5,128
Other Income	39,393	42,024	44,022	46,900
Grants, Subsidies, Contributions and Donations	13,602	13,948	14,270	14,600
Total Operating Revenue	415,989	442,876	470,764	501,542
Capital Revenue				
Grants, Subsidies, Contributions and Donations	27,099	59,039	24,853	11,873
Developer Donated Assets	105,600	126,175	152,440	173,143
Developer Cash Contributions	24,000	31,280	34,760	36,020
Capital Income/(Loss)	-	-	-	-
Total Income	572,688	659,370	682,817	722,578
Expenses				
Operating Expenses				
Employee Benefits	152,634	160,558	167,127	175,044
Materials and Services	123,743	130,071	137,932	143,669
Finance Costs	14,539	15,506	16,308	17,883
Depreciation and Amortisation	102,454	108,876	116,206	123,584
Other Expenses	14,507	15,071	15,648	16,249
Total Operating Expenses	407,877	430,082	453,221	476,429
Capital Expenses				
Loss on Impairment	-	-	-	-
Total Expenses	407,877	430,082	453,221	476,429
Net Result	164,811	229,288	229,596	246,149
Operating Result				
Operating Revenue	415,989	442,876	470,764	501,542
Operating Expenses	407,877	430,082	453,221	476,429
Operating Result	8,112	12,794	17,543	25,113

2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
328,446	347,187	366,546	386,883	408,245	426,517
84,366	90,173	96,256	101,110	106,176	111,261
(14,735)	(15,093)	(15,455)	(15,821)	(16,190)	(16,554)
398,077	422,267	447,347	472,172	498,231	521,224
55,591	58,190	60,838	63,593	66,459	69,440
7,324	7,979	8,339	9,027	10,635	12,888
5,388	5,659	5,938	6,228	6,531	6,846
45,384	47,205	49,086	51,038	53,064	55,168
14,939	15,288	15,633	15,986	16,350	16,722
526,703	556,588	587,181	618,044	651,270	682,288
9,925	10,123	10,325	10,531	10,741	10,957
177,366	177,160	181,280	185,400	184,782	193,640
37,300	38,600	39,920	41,260	42,620	44,000
-	-	-	-	-	-
751,294	782,471	818,706	855,235	889,413	930,885
183,260	191,786	200,676	209,891	219,441	229,596
147,816	155,261	164,304	170,868	179,175	187,835
19,690	20,850	20,814	21,492	24,101	26,771
131,344	138,127	145,764	153,818	162,528	171,242
16,876	17,528	18,192	18,883	19,601	20,348
498,986	523,552	549,750	574,952	604,846	635,792
-	-	-	-	-	-
498,986	523,552	549,750	574,952	604,846	635,792
252,308	258,919	268,956	280,283	284,567	295,093
526,703	556,588	587,181	618,044	651,270	682,288
498,986	523,552	549,750	574,952	604,846	635,792
27,717	33,036	37,431	43,092	46,424	46,496

2025–2026 Long Term Financial Forecast
Statement of Financial Position

	2025–2026 Budget \$'000	2026–2027 Estimated \$'000	2027–2028 Estimated \$'000	2028–2029 Estimated \$'000
Assets				
Current Assets				
Cash and Cash Equivalents	143,813	144,594	141,797	157,406
Receivables	35,104	37,310	39,559	42,242
Inventories	2,400	2,561	2,748	2,944
Contract Assets	-	-	-	-
Other Current Assets	4,139	4,259	4,369	4,483
Total Current Assets	185,456	188,724	188,473	207,075
Non-Current Assets				
Joint Ventures and Associates	472,406	472,406	472,406	472,406
Investment Property	50,150	50,150	50,150	-
Property, Plant and Equipment	4,142,038	4,349,706	4,587,506	4,873,211
Right of Use Assets	2,113	1,344	575	495
Intangible Assets	26,141	29,196	33,064	32,947
Total Non-Current Assets	4,692,848	4,902,802	5,143,701	5,379,059
Total Assets	4,878,304	5,091,526	5,332,174	5,586,134
Liabilities				
Current Liabilities				
Payables	30,288	31,794	33,397	35,056
Contract Liabilities	23,207	13,091	-	-
Loans	49,626	34,234	75,750	33,302
Lease Liabilities	747	747	557	-
Provisions	32,485	34,189	35,572	37,281
Other Current Liabilities	14,624	8,049	8,367	8,693
Total Current Liabilities	150,977	122,104	153,643	114,332
Non-Current Liabilities				
Loans	353,311	366,687	346,569	393,461
Lease Liabilities	1,262	540	-	-
Provisions	3,427	3,580	3,751	3,981
Other Non-Current Liabilities	-	-	-	-
Total Non-Current Liabilities	358,000	370,807	350,320	397,442
Total Liabilities	508,977	492,911	503,963	511,774
Net Community Assets	4,369,327	4,598,615	4,828,211	5,074,360
Community Equity				
Asset Revaluation Surplus	997,664	997,664	997,664	997,664
Accumulated Surplus ¹	3,371,663	3,600,951	3,830,547	4,076,696
Total Community Equity	4,369,327	4,598,615	4,828,211	5,074,360

2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
152,490	150,705	168,369	201,273	240,025	268,588
44,293	46,734	49,125	51,781	54,421	56,829
3,149	3,367	3,598	3,843	4,102	4,376
-	-	-	-	-	-
4,600	4,719	4,837	4,958	5,082	5,209
204,532	205,525	225,929	261,855	303,630	335,002
472,406	472,406	472,406	472,406	472,406	472,406
-	-	-	-	-	-
5,141,455	5,390,583	5,643,823	5,925,926	6,208,534	6,470,587
495	495	495	495	495	495
32,709	32,346	31,854	31,229	30,470	29,568
5,647,065	5,895,830	6,148,578	6,430,056	6,711,905	6,973,056
5,851,597	6,101,355	6,374,507	6,691,911	7,015,535	7,308,058
36,117	37,906	39,752	41,662	43,658	45,740
-	-	-	-	-	-
34,370	35,190	36,501	39,749	42,439	40,867
-	-	-	-	-	-
39,076	40,939	42,881	44,894	46,981	49,199
8,948	9,203	9,451	9,699	9,947	10,124
118,511	123,238	128,585	136,004	143,025	145,930
402,198	388,062	386,651	416,084	447,843	442,072
-	-	-	-	-	-
4,220	4,468	4,727	4,995	5,272	5,568
-	-	-	-	-	-
406,418	392,530	391,378	421,079	453,115	447,640
524,929	515,768	519,963	557,083	596,140	593,570
5,326,668	5,585,587	5,854,544	6,134,828	6,419,395	6,714,488
997,664	997,664	997,664	997,664	997,664	997,664
4,329,004	4,587,923	4,856,880	5,137,164	5,421,731	5,716,824
5,326,668	5,585,587	5,854,544	6,134,828	6,419,395	6,714,488

2025–2026 Long Term Financial Forecast

Statement of Cash Flows

	2025–2026 Budget \$'000	2026–2027 Estimated \$'000	2027–2028 Estimated \$'000	2028–2029 Estimated \$'000
Cash Flows from Operating Activities				
Receipts from Customers	394,228	419,994	447,900	477,632
Payments to Suppliers and Employees	(290,293)	(303,116)	(318,362)	(332,263)
Interest Revenue	6,295	6,755	6,367	6,655
Non-Capital Grants, Subsidies and Contributions	13,543	13,921	14,248	14,572
Borrowing Costs	(13,598)	(14,655)	(15,424)	(16,963)
Payment of Provision	(73)	(73)	(73)	(21)
Other Cash Flows from Operating Activities	(280)	(281)	(297)	(310)
Net Cash Flow from Operating Activities	109,822	122,545	134,359	149,302
Cash Flows from Investing Activities				
Payments for Property, Plant and Equipment	(149,867)	(193,145)	(204,174)	(239,400)
Payments for Intangible Assets	(15,020)	(5,797)	(7,136)	(3,562)
Proceeds from Property, Plant and Equipment	10,446	6,288	6,645	7,013
Grants, Subsidies, Contributions and Donations	67,139	80,203	46,522	47,893
Other Cash Flows from Investing Activities	(7,662)	(6,575)	318	50,476
Net Cash Flows from Investing Activities	(94,964)	(119,026)	(157,825)	(137,580)
Cash Inflows from Financing Activities				
Proceeds from Borrowings	93,400	47,500	55,500	80,000
Repayment of Borrowings	(89,400)	(49,515)	(34,102)	(75,556)
Repayments made on Finance Leases	(716)	(723)	(729)	(557)
Net Cash Flows from Financing Activities	3,284	(2,738)	20,669	3,887
Net Increase/(Decrease) for the year	18,142	781	(2,797)	15,609
Opening Cash and Cash Equivalents	125,671	143,813	144,594	141,797
Closing Cash and Cash Equivalents	143,813	144,594	141,797	157,406

2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
502,415	530,905	560,840	590,406	621,672	650,299
(345,813)	(361,668)	(380,157)	(396,525)	(414,976)	(434,344)
7,324	7,979	8,339	9,027	10,635	12,888
14,913	15,261	15,610	15,956	16,322	16,694
(18,733)	(19,855)	(19,780)	(20,417)	(22,982)	(25,609)
-	-	-	-	-	-
(322)	(337)	(349)	(366)	(383)	(402)
159,784	172,285	184,503	198,081	210,288	219,526
(225,711)	(213,454)	(221,341)	(254,388)	(264,465)	(244,001)
(3,669)	(3,778)	(3,892)	(4,008)	(4,130)	(4,252)
7,396	7,500	8,000	8,500	9,000	9,500
47,225	48,723	50,245	51,791	53,361	54,957
255	255	248	248	248	177
(174,504)	(160,754)	(166,740)	(197,857)	(205,986)	(183,619)
43,000	21,000	35,000	69,000	74,000	35,000
(33,196)	(34,316)	(35,099)	(36,320)	(39,550)	(42,344)
-	-	-	-	-	-
9,804	(13,316)	(99)	32,680	34,450	(7,344)
(4,916)	(1,785)	17,664	32,904	38,752	28,563
157,406	152,490	150,705	168,369	201,273	240,025
152,490	150,705	168,369	201,273	240,025	268,588

**2025–2026 Long Term Financial Forecast
Statement of Changes in Equity**

	2025–2026 Budget \$'000	2026–2027 Estimated \$'000	2027–2028 Estimated \$'000	2028–2029 Estimated \$'000
Balance at Beginning of Year				
Accumulated Surplus¹	3,206,852	3,371,663	3,600,951	3,830,547
Asset Revaluation Reserve	997,664	997,664	997,664	997,664
Total Community Equity	4,204,516	4,369,327	4,598,615	4,828,211
Net Result for the Period				
Accumulated Surplus¹	164,811	229,288	229,596	246,149
Asset Revaluation Reserve	-	-	-	-
Total Community Equity	164,811	229,288	229,596	246,149
Asset Revaluation Adjustments				
Accumulated Surplus¹	-	-	-	-
Asset Revaluation Reserve	-	-	-	-
Total Community Equity	-	-	-	-
Balance at End of Period				
Accumulated Surplus¹	3,371,663	3,600,951	3,830,547	4,076,696
Asset Revaluation Reserve	997,664	997,664	997,664	997,664
TOTAL COMMUNITY EQUITY	4,369,327	4,598,615	4,828,211	5,074,360

2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
4,076,696	4,329,004	4,587,923	4,856,880	5,137,164	5,421,731
997,664	997,664	997,664	997,664	997,664	997,664
5,074,360	5,326,668	5,585,587	5,854,544	6,134,828	6,419,395
252,308	258,919	268,956	280,283	284,567	295,093
-	-	-	-	-	-
252,308	258,919	268,956	280,283	284,567	295,093
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
4,329,004	4,587,923	4,856,880	5,137,164	5,421,731	5,716,824
997,664	997,664	997,664	997,664	997,664	997,664
5,326,668	5,585,587	5,854,544	6,134,828	6,419,395	6,714,488

2025–2026 Long Term Financial Forecast
Financial Sustainability Ratios (as per *Local Government Regulation 2012*)

	2025–2026 Budget \$'000	2026–2027 Estimated \$'000
FINANCIAL CAPACITY		
Council Controlled Revenue	84.69%	84.79%
<i>(Net Rates, Levies and Charges add Fees and Charges) / Total Operating Revenue</i>		
Council-controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks. A higher council-controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources.		
Population Growth	3.47%	3.05%
<i>(Prior year estimated population / Previous year estimated population) – 1</i>		
Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future. A growing council population indicates a greater capacity to generate its own source revenue through rates as well as statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs.		
OPERATING PERFORMANCE		
Operating Surplus	2.14%	8.77%
<i>(Operating Result / Total Operating Revenue)</i>		
The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes. An operating surplus ratio above 0% is an indication that council is managing its finances within its existing funding envelope and generating surplus funds for capital funding or other purposes.		
Operating Cash	29.85%	36.48%
<i>(Operating Result add Depreciation and Amortisation add Finance Costs) / Total Operating Revenue</i>		
The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs. A positive operating cash ratio indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund its capital expenditure requirements.		
LIQUIDITY		
Unrestricted Cash Expense Cover	5.65	N/A
<i>(Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash) / (Total Operating Expenditure less Depreciation and Amortisation less Finance Costs) * 12</i>		
The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses. A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery.		

2027-2028 Estimated \$'000	2028-2029 Estimated \$'000	2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
85.23%	85.39%	86.13%	86.32%	86.55%	86.69%	86.71%	86.57%
3.45%	3.81%	3.76%	3.72%	3.67%	3.62%	3.57%	3.53%
3.89%	5.02%	5.26%	5.94%	6.37%	6.97%	7.13%	6.81%
31.69%	33.03%	33.76%	34.32%	34.57%	35.16%	35.61%	35.67%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

2025–2026 Long Term Financial Forecast
Financial Sustainability Ratios (as per *Local Government Regulation 2012*)

	2025–2026 Budget \$'000	2026–2027 Estimated \$'000
ASSET MANAGEMENT		
Asset Sustainability	80.64%	71.67%
<i>(Capital Expenditure on Replacement of Infrastructure Assets / Depreciation Expenditure on Infrastructure Assets)</i>		
The asset sustainability ratio approximates the extent to which infrastructure assets managed by a council are being replaced as they reach the end of their useful lives. An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement requirements.		
Asset Consumption	70.72%	70.69%
<i>(Written Down Replacement Cost of Depreciable Infrastructure Assets / Current Replacement Cost of Depreciable Infrastructure Assets)</i>		
The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed, compared to what it would cost to build a new asset with the same benefit to the community. The minimum target of 60% indicates that a council's assets are being broadly consumed in line with their estimated useful lives.		
Asset Renewal Funding	109.61%	N/A
<i>(Total of Planned Capital Expenditure on Asset Renewals over 10 years / Total of Required Capital Expenditure on Asset Renewals over 10 years)</i>		
The asset renewal funding ratio measures the ability of a council to fund its projected infrastructure asset renewal/replacements in the future. The asset renewal funding ratio should be as close to 100% as possible.		
DEBT SERVICING CAPACITY		
Leverage	3.25	2.48
<i>(Book Value of Debt / Operating Result add Depreciation and Amortisation and Finance Costs)</i>		
The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the council's debt to its operating performance.		

2027-2028 Estimated \$'000	2028-2029 Estimated \$'000	2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
66.01%	81.16%	72.93%	66.63%	64.08%	65.94%	60.42%	65.19%
70.73%	70.78%	70.55%	70.15%	69.72%	69.40%	69.04%	68.56%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.83	2.58	2.46	2.22	2.08	2.10	2.11	1.98

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PART 2. DIFFERENTIAL GENERAL RATES

2.1 DIFFERENTIAL GENERAL RATES

In accordance with section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012*, council has decided to levy differential general rates on rateable land in the local government area on the basis set out in this Part 2.

2.2 DEFINITIONS

(1) In this Part 2:

Brookwater means the suburb of Brookwater within the local government area which is bounded by Woogaroo Creek to the west and north, Opossum Creek to the north and east, Centenary Highway to the south and Augusta Parkway to the west and is or was within the area of Lots 3, 4, 6 and 7 on SP133267 and Lot 8 on SP143597 in the County of Stanley, Parish of Stapylton.

charitable organisation means any one or more of the following:

- (a) an organisation supplying help, aid, relief, or support to, or the education or instruction (whether spiritual, mental, physical, technical, social, or otherwise) of, or the care, housing, or assistance otherwise of, any persons in distress;
- (b) an organisation aiding in any manner howsoever, of any hospital or ambulance or nursing service in the city;
- (c) an organisation whose purpose is to promote or assist in the promotion of providing educational, training or information aimed at youth development or leisure opportunities;
- (d) an organisation which council determines to be a charitable purpose;
- (e) an organisation whose purpose is to preserve, restore or maintain structures or places of cultural, environmental, historic, heritage or scientific significance to the local government area;
- (f) an entity that provides assistance or encouragement for the arts or cultural development;
- (g) an organisation whose purpose is to provide early childhood care and is affiliated with the Crèche and Kindergarten Association or is a community based early childhood care provider.

community titles scheme means a scheme of community title however referred to under a community titles Act as defined in the *Local Government Regulation 2012*.

drive-in shopping centre means a premises or a cluster of premises that:

- (a) is used wholly or predominately for carrying out a retail business; and
- (b) is contained within one or more buildings or structures on one or more levels; and
- (c) provides off-street parking for customer vehicles.

dwelling means a building or part of a building that is used or is adapted to be used for a residential purpose.

gross lettable area (GLA) means that part of the total floor area expressed in square metres of a premises that is occupied or capable of being occupied by means of an agreement or contract for a retail, commercial or ancillary purpose as determined by council from any information source council deems appropriate.

high rise structure means a structure that has five or more storeys above ground whether a storey is used for a residential use or any other use.

natural person means a human being.

non-commercial revenue means revenue arising from an arrangement which is either:

- (a) a commercial arrangement where the revenue is substantially less than full commercial revenue; or
- (b) an arrangement other than a commercial arrangement such as a domestic arrangement.

non-profit or sporting organisation means an organisation whose objectives do not include the making of profit.

owner occupied means land used for any of the following:

- (a) a residential purpose which is the principal place of residence of the owner of the land;
- (b) a residential purpose which is the principal place of residence of a natural person other than the owner of the land who is a life tenant under the provisions of a will;
- (c) a residential purpose which is not the principal place of residence of the owner of the land that:
 - (i) is occupied as a place of residence by a natural person other than the owner of the land; and
 - (ii) does not produce a revenue or produces a non-commercial revenue; or
- (d) a farming and grazing purpose which is also used as the principal place of residence by the owner of the land.

potential owner occupied means any of the following:

- (a) vacant land which is capable of being used for a residential purpose which is a principal place of residence of the owner of the land;
- (b) land used for a farming and grazing purpose which is capable of being used as the principal place of residence of the owner of the land.

Primary Council Land Use Code means a primary land use code approved by council which identifies the principal use of the land that is attributable to a rating category as identified in:

- (a) Table 3A (Primary Council Land Use Code applicable to rating categories 1 to 25);
- (b) Table 3B (Primary Council Land Use Code applicable to rating categories 41 to 50); and
- (c) Table 3C (Primary Council Land Use Code applicable to rating categories 55a to 55o).

principal place of residence means the place at which a person primarily resides.

rating category see section 2.3 of Part 2.

retail business has the meaning in the *Retail Shop Leases Regulation 2016*.

retail purpose means a single premises or a cluster of premises that is used wholly or predominantly for the offering of goods or services by means of sale, hire, supply, membership, subscription or other method of trade or commerce, and includes premises used wholly or predominantly for a retail business, shop or group of shops, retail warehouse, drive-in shopping centre, service station, restaurant, hotel or tavern.

secondary dwelling means any dwelling which is a lawful use under the following:

- a) the *Planning Act 2016*, for any of the following:
 - (i) a secondary dwelling as defined in the Ipswich City Plan 2025;
 - (ii) a relative's flat as defined in the Springfield Structure Plan;
- b) the *Economic Development Act 2012*, for a secondary dwelling associated with a house, as defined in the Ripley Valley Urban Development Area Development Scheme.

Secondary Land Use Code means a secondary land use code approved by council which is used in conjunction with the Primary Council Land Use Code to indicate a particular land use that is attributable to a rating category as identified in Table 3D.

storey means that part of a building between floor levels and if there is no floor above, it is the part between the floor level and the ceiling.

waste recycling or waste processing means waste recycling or waste processing activities including, but not limited to, the following:

- (a) composting;
- (b) leachate collection;
- (c) gas collection;
- (d) recycling and reprocessing of environmentally regulated waste sludge.

- (2) In this Part 2, any term that is not defined, unless the context or subject matter otherwise indicates or requires, is to have a meaning given to it by the following:

- (a) the *Local Government Act 2009* and that Act's subordinate legislation;
- (b) if not defined in the *Local Government Act 2009* and that Act's subordinate legislation, the Macquarie Dictionary;
- (c) if not defined in the Macquarie Dictionary, the Oxford English Dictionary.

2.3 DIFFERENTIAL GENERAL RATING CATEGORIES

- (1) In accordance with section 81 of the *Local Government Regulation 2012*, council has decided as follows:
 - (a) that there are 60 rating categories of rateable land in the local government area as stated in column 1 of Table 1 (Differential General Rating Categories);
 - (b) that the description of each of the rating categories of rateable land in the local government area is stated in column 2 of Table 1 (Differential General Rating Categories);
 - (c) that the rating category to which each parcel of rateable land in the local government area belongs is the rating category which is included in council's rating files at the date of issue of a relevant quarterly rating assessment notice.
- (2) The General Manager Corporate Services, Treasury Accounting Manager and Rates Property Coordinator are each appointed as categorisation officers under section 83 of the *Local Government Regulation 2012*.
- (3) The General Manager Corporate Services, Treasury Accounting Manager and Rates Property Coordinator are each authorised under section 91 of the *Local Government Regulation 2012* to determine property owners' objections to the rating category for land under section 90 of the *Local Government Regulation 2012*.

2.4 RATEABLE VALUE OF LAND

- (1) In accordance with section 74 of the *Local Government Regulation 2012*, council has decided that the rateable value of land for the financial year will be the three-year averaged value of the land.
- (2) In accordance with section 76 of the *Local Government Regulation 2012*, the three-year averaging number for the financial year is 0.99.

2.5 DIFFERENTIAL GENERAL RATES FOR RATEABLE LAND

- (1) In accordance with section 80 of the *Local Government Regulation 2012*, council has decided that the differential general rates for each rating category of rateable land in the local government area is stated in column 2 of Table 2 (Differential General Rates).
- (2) Where the rateability of any land changes during the financial year, an adjustment to the differential general rates is to be made from the date the change becomes effective.

2.6 MINIMUM GENERAL RATES

In accordance with section 77 of the *Local Government Regulation 2012*, council has decided to fix a minimum amount of general rates for certain rating categories of rateable land in the local government area as stated in column 3 of Table 2 (Differential General Rates).

2.7 LIMITATION OF INCREASE IN DIFFERENTIAL GENERAL RATES

- (1) In accordance with section 116 of the *Local Government Regulation 2012*, council has decided to limit the increase in the differential general rates for certain rating categories of rateable land in the local government area to not more than the differential general rates for the last financial year increased by the percentage stated in column 4 of Table 2 (Differential General Rates) where:
 - (a) the rates levied for the rateable land in the last financial year were not calculated on a valuation issued under section 50 of the *Land Valuation Act 2010*;
 - (b) a change in ownership of the rateable land has not occurred between 31 March 2025 and 30 June 2026 (inclusive) except where the change in ownership of the rateable land is in any of the following circumstances:
 - (i) the change is made as the result of a decision by a Court or Tribunal in Australia;
 - (ii) the change is made as a result of the registration of a transmission by death;
 - (iii) the change is to the spouse, where the spouse was not previously on the title deed;
 - (iv) the change is to a charitable organisation or non-profit or sporting organisation.
- (2) The Chief Executive Officer of council is authorised to determine any query or anomalous application of section 2.7(1).

TABLE 1 – DIFFERENTIAL GENERAL RATING CATEGORIES

(this table should be read in conjunction with the definitions in paragraph 2.2 of this Part 2)

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
1	Land not in Brookwater used for a residential purpose which is owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is owner occupied; (d) is not located in Brookwater.
4	Land not used for a residential purpose or for profit purpose.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is not used for a residential purpose or for profit purpose.
8	Land in Brookwater used for a residential purpose which is owner occupied or which is vacant land that is potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is either: (i) primarily residential and owner occupied; or (ii) vacant land that is potential owner occupied; (c) is located in Brookwater.
9	Land not in Brookwater used for a residential purpose which is not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is not owner occupied; (d) is not located in Brookwater.
10	Land not in Brookwater which is vacant land less than 20,000m ² that is potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is less than 20,000m ² ; (d) is potential owner occupied; (e) is not located in Brookwater.
11	Land not in Brookwater used for a residential purpose which is owner occupied that is in a community titles scheme not in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is owner occupied; (d) is included in a community titles scheme; (e) is not in a high rise structure; (f) is not located in Brookwater.
15	Land in Brookwater used for a residential purpose which is not owner occupied or which is vacant land that is not potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is either: (i) primarily residential and is not owner occupied; or (ii) vacant land that is not potential owner occupied; (c) is located in Brookwater.
16	Land not in Brookwater used for a residential purpose which is not owner occupied that is in a community titles scheme not in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is not owner occupied; (d) is included in a community titles scheme; (e) is not in a high rise structure; (f) is not located in Brookwater.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
17	Land not in Brookwater used for a residential purpose which is owner occupied that is in a community titles scheme in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is owner occupied; (d) is included in a community titles scheme; (e) is in a high rise structure; (f) is not located in Brookwater.
18	Land not in Brookwater used for a residential purpose which is not owner occupied that is in a community titles scheme in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is not owner occupied; (d) is included in a community titles scheme; (e) is in a high rise structure; (f) is not located in Brookwater.
19	Land not in Brookwater which is vacant land less than 20,000m ² that is not potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is less than 20,000m ² ; (d) is not potential owner occupied; (e) is not located in Brookwater.
22a	Land used for a multi residential purpose, with two dwellings or a dwelling with a secondary dwelling, which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes: (i) two dwellings; or (ii) a dwelling with a secondary dwelling; (d) none of the dwellings or the secondary dwelling are owner occupied.
22b	Land used for a multi residential purpose with three to five dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes three to five dwellings; (d) one or more of the dwellings is not owner occupied.
22c	Land used for a multi residential purpose with six to nine dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes six to nine dwellings; (d) one or more of the dwellings is not owner occupied.
22d	Land used for a multi residential purpose with 10 to 14 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 10 to 14 dwellings; (d) one or more of the dwellings is not owner occupied.
22e	Land used for a multi residential purpose with 15 to 19 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 15 to 19 dwellings; (d) one or more of the dwellings is not owner occupied.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
22f	Land used for a multi residential purpose with 20 to 29 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 20 to 29 dwellings; (d) one or more of the dwellings is not owner occupied.
22g	Land used for a multi residential purpose with 30 to 39 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 30 to 39 dwellings; (d) one or more of the dwellings is not owner occupied.
22h	Land used for a multi residential purpose with 40 or more dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 40 or more dwellings; (d) one or more of the dwellings is not owner occupied.
23	Land not in Brookwater which is vacant land that is 20,000m ² or greater and is potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is 20,000m ² or greater; (d) is potential owner occupied; (e) is not located in Brookwater.
24	Land not in Brookwater which is vacant land that is 20,000m ² or greater and is not potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is 20,000m ² or greater; (d) is not potential owner occupied; (e) is not located in Brookwater.
25	Land which is vacant land requiring rehabilitation as the subject of a previous extractive industry involving coal mining.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) has the Secondary Land Use Code of 78 Previous extractive industries land use requiring site rehabilitation; (d) requires rehabilitation as the subject of a previous extractive industry involving coal mining.
41	Land used for a farming and grazing purpose which is owner occupied or potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for farming and grazing; (c) is either: (i) owner occupied; or (ii) potential owner occupied.
42	Land used for a farming and grazing purpose which is not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for farming and grazing; (c) is not owner occupied.
43a	Land used for a commercial purpose with a rateable value of less than \$200,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of less than \$200,000.
43b	Land used for a commercial purpose with a rateable value of \$200,000 to less than \$500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$200,000 to less than \$500,000.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
43c	Land used for a commercial purpose with a rateable value of \$500,000 to less than \$1,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$500,000 to less than \$1,000,000.
43d	Land used for a commercial purpose with a rateable value of \$1,000,000 to less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$1,000,000 to less than \$2,500,000.
44a	Land used for a commercial purpose with a rateable value of \$2,500,000 to less than \$5,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$2,500,000 to less than \$5,000,000.
44b	Land used for a commercial purpose with a rateable value of \$5,000,000 or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$5,000,000 or greater.
45	Land used for a noxious industry that is not in rating categories 46, 47b and 50.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a noxious industry; (c) is not in rating categories 46, 47b and 50.
46	Land used for a noxious industry involving waste recycling or waste processing.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) has the Secondary Land Use Code of 37 Noxious Industry – Waste Recycling/Processing; (c) is primarily for a noxious industry involving waste recycling or waste processing.
47a	Land used for an extractive industry involving coal mining or the rehabilitation of land the subject of a previous or current extractive industry involving coal mining.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) has the Secondary Land Use Codes of 00 Coal mining and ancillary and/or associated activities including mine rehabilitation; (c) is primarily for an extractive industry involving coal mining or the rehabilitation of land the subject of a previous or current extractive industry involving coal mining.
47b	Land used for a noxious industry involving a landfill.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) has any of the following Secondary Land Use Codes: (i) 17 Noxious Industry Land Fill – Putrescible Material; (ii) 27 Noxious Industry Land Fill – Non Putrescible Material; (c) is primarily for a noxious industry involving a landfill.
48	Land used for an extractive industry that is not in rating category 47a.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for an extractive industry not involving any of the following: (i) coal mining; (ii) rehabilitation of land the subject of a previous or current extractive industry involving coal mining; (c) is not in rating category 47a.
49a	Land used for a light industry with a rateable value of less than \$500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of less than \$500,000.
49b	Land used for a light industry with a rateable value of \$500,000 to less than \$1,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$500,000 to less than \$1,000,000.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
49c	Land used for a light industry with a rateable value of \$1,000,000 to less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$1,000,000 to less than \$2,500,000.
49d	Land used for a light industry with a rateable value of \$2,500,000 to less than \$5,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$2,500,000 to less than \$5,000,000.
49e	Land used for a light industry with a rateable value of \$5,000,000 or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$5,000,000 or greater.
50	Land used for a heavy industry.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) if the land has a Primary Council Land Use Code of 37 Noxious/Offensive Industry, the land also has a Secondary Land Use Code of 99 Power Station; (c) is primarily for a heavy industry.
55a	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of less than \$200,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of less than \$200,000.
55b	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of \$200,000 to less than \$500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of \$200,000 to less than \$500,000.
55c	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of \$500,000 to less than \$1,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of \$500,000 to less than \$1,000,000.
55d	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of \$1,000,000 to less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of \$1,000,000 to less than \$2,500,000.
55e	Land used for a retail purpose with a total GLA of 5,000m ² to less than 7,500m ² and a rateable value of less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 5,000m ² to less than 7,500m ² ; (c) has a rateable value of less than \$2,500,000.
55f	Land used for a retail purpose with a total GLA of 7,500m ² to less than 10,000m ² and a rateable value of less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 7,500m ² to less than 10,000m ² ; (c) has a rateable value of less than \$2,500,000.
55g	Land used for a retail purpose with a total GLA of less than 10,000m ² and a rateable value of \$2,500,000 or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 10,000m ² ; (c) has a rateable value of \$2,500,000 or greater.
55h1	Land used for a retail purpose with a total GLA of 10,000m ² to less than 12,500m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 10,000m ² to less than 12,500m ² ; (c) has a land area of less than 200,000m ² .

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
55h2	Land used for a retail purpose with a total GLA of 12,500m ² to less than 15,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 12,500m ² to less than 15,000m ² ; (c) has a land area of less than 200,000m ² .
55h3	Land used for a retail purpose with a total GLA of 15,000m ² to less than 17,500m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 15,000m ² to less than 17,500m ² ; (c) has a land area of less than 200,000m ² .
55h4	Land used for a retail purpose with a total GLA of 17,500m ² to less than 20,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 17,500m ² to less than 20,000m ² ; (c) has a land area of less than 200,000m ² .
55i1	Land used for a retail purpose with a total GLA of 20,000m ² to less than 25,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 20,000m ² to less than 25,000m ² ; (c) has a land area of less than 200,000m ² .
55i2	Land used for a retail purpose with a total GLA of 25,000m ² to less than 30,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 25,000m ² to less than 30,000m ² ; (c) has a land area of less than 200,000m ² .
55j	Land used for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² ; (c) has a land area of less than 200,000m ² .
55k	Land used for a retail purpose with a total GLA of 45,000m ² or greater and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 45,000m ² or greater; (c) has a land area of less than 200,000m ² .
55l	Land used for a retail purpose with a total GLA of 10,000m ² to less than 20,000m ² and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 10,000m ² to less than 20,000m ² ; (c) has a land area of 200,000m ² or greater.
55m	Land used for a retail purpose with a total GLA of 20,000m ² to less than 30,000m ² and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 20,000m ² to less than 30,000m ² ; (c) has a land area of 200,000m ² or greater.
55n	Land used for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² ; (c) has a land area of 200,000m ² or greater.
55o	Land used for a retail purpose with a total GLA of 45,000m ² or greater and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 45,000m ² or greater; (c) has a land area of 200,000m ² or greater.

TABLE 2 – DIFFERENTIAL GENERAL RATES

(this table should be read in conjunction with the definitions in paragraph 2.2 of this Part 2)

COLUMN 1 RATING CATEGORY	COLUMN 2 DIFFERENTIAL GENERAL RATES	COLUMN 3 MINIMUM AMOUNT OF GENERAL RATES	COLUMN 4 LIMITATION ON INCREASE OF LEVIED 2024-2025 DIFFERENTIAL GENERAL RATES (%)
1	0.5397 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,231	15
4	0.5421 cents in the dollar on the rateable value of all rateable land in this rating category	\$755	15
8	0.5397 cents in the dollar on the rateable value of all rateable land in this rating category	\$2,989	15
9	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,669	15
10	0.5397 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,231	15
11	0.5397 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,231	15
15	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$3,795	15
16	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,669	15
17	0.5397 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,231	15
18	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,669	15
19	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,669	15
22a	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$3,338	15
22b	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$5,007	15
22c	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$10,014	15
22d	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$16,690	15
22e	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$25,035	15
22f	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$33,380	15
22g	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$50,070	15
22h	0.7198 cents in the dollar on the rateable value of all rateable land in this rating category	\$66,760	15
23	0.5397 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,231	15
24	0.9073 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,669	15
25	5.003 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,669	15
41	0.4804 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,582	15
42	0.6114 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,582	15
43a	1.5853 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,566	15
43b	1.6646 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
43c	1.7438 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
43d	1.8231 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
44a	1.9816 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
44b	2.1005 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15

COLUMN 1 RATING CATEGORY	COLUMN 2 DIFFERENTIAL GENERAL RATES	COLUMN 3 MINIMUM AMOUNT OF GENERAL RATES	COLUMN 4 LIMITATION ON INCREASE OF LEVIED 2024-2025 DIFFERENTIAL GENERAL RATES (%)
45	2.0610 cents in the dollar on the rateable value of all rateable land in this rating category	\$2,069	15
46	5.3031 cents in the dollar on the rateable value of all rateable land in this rating category	\$32,892	15
47a	20.9110 cents in the dollar on the rateable value of all rateable land in this rating category	\$19,412	15
47b	33.4691 cents in the dollar on the rateable value of all rateable land in this rating category	\$628,275	15
48	2.6950 cents in the dollar on the rateable value of all rateable land in this rating category	\$2,656	15
49a	1.7438 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,755	15
49b	1.8231 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
49c	1.9024 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
49d	2.0609 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
49e	2.1798 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
50	2.6157 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
55a	1.5853 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,566	15
55b	1.6646 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
55c	1.7438 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
55d	1.8231 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	15
55e	2.1798 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	7.5
55f	2.5365 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	7.5
55g	2.9328 cents in the dollar on the rateable value of all rateable land in this rating category	N/A	7.5
55h1	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$399,618	15
55h2	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$494,073	15
55h3	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$588,527	15
55h4	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$682,981	15
55i1	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$808,936	15
55i2	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$934,469	15
55j	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,112,737	15
55k	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,780,426	15
55l	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,133,621	15
55m	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$1,700,246	15
55n	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$2,551,920	15
55o	4.0404 cents in the dollar on the rateable value of all rateable land in this rating category	\$3,300,166	15

TABLE 3A – PRIMARY COUNCIL LAND USE CODE APPLICABLE TO RATING CATEGORIES 1 TO 25

(this table should be read in conjunction with the definitions in paragraph 2.2 of this Part 2)

PRIMARY COUNCIL LAND USE CODE	RATING CATEGORIES																		
	1	4	8	9	10	11	15	16	17	18	19	22a	22b	22c	22d	22e	22f	22g	22h
01 Vacant Land			✓		✓		✓				✓								✓
02 Dwelling	✓		✓	✓			✓					✓							
03 Multi Residential Dwelling	✓		✓									✓	✓	✓	✓	✓	✓	✓	
04 Large Home Site Vacant											✓								
05 Large Home Site Dwelling	✓			✓								✓							✓
06 Outbuilding (Minor Shed or Garage)		✓																	
09 Strata Title Residential Use			✓			✓	✓	✓	✓	✓									
19 Walkway		✓																	
50 Club-Non Business		✓																	
51 Church and Church Properties		✓																	
52 Cemetery		✓																	
55 Library		✓																	
56 Showground/Racecourse		✓																	
57 Park or Garden		✓																	
58 Educational/Kindergarten		✓																	
72 Section 50 Land Valuation Act 2010					✓						✓								✓
95 Reservoir, Dams or Bores		✓																	

TABLE 3B – PRIMARY COUNCIL LAND USE CODE APPLICABLE TO RATING CATEGORIES 41 TO 50

(this table should be read in conjunction with the definitions in paragraph 2.2 of this Part 2)

PRIMARY COUNCIL LAND USE CODE	RATING CATEGORIES																		
	41	42	43a	43b	43c	43d	44a	44b	45	46	47a	47b	48	49a	49b	49c	49d	49e	50
07 Guest House/Private Hotel (Accommodation with shared facilities)			✓	✓	✓	✓	✓	✓											
08 Strata Non Residential (Header)			✓	✓	✓	✓	✓	✓											
62 Construction Site – Commercial			✓	✓	✓	✓	✓	✓											
18 Tourist Attraction			✓	✓	✓	✓	✓	✓											
20 Marina			✓	✓	✓	✓	✓	✓											
21 Residential Institution – Non Medical			✓	✓	✓	✓	✓	✓											
22 Car Park			✓	✓	✓	✓	✓	✓											
24 Sales Area (Outdoor)			✓	✓	✓	✓	✓	✓											
25 Offices			✓	✓	✓	✓	✓	✓											
26 Funeral Parlour			✓	✓	✓	✓	✓	✓											
27 Private Hospital/Convalescent Home			✓	✓	✓	✓	✓	✓											
31 Oil/Fuel Depot														✓	✓	✓	✓	✓	
32 Wharves, Jetties and Barge Landing			✓	✓	✓	✓	✓	✓											
33 Outdoor Storage Area			✓	✓	✓	✓	✓	✓											
35 General Industry																			✓
36 Light Industry														✓	✓	✓	✓	✓	
37 Noxious/Offensive Industry									✓	✓		✓							✓
38 Advertising Hoarding			✓	✓	✓	✓	✓	✓											
39 Harbour Industry			✓	✓	✓	✓	✓	✓											
40 Extractive Industry											✓		✓						
41 Child Care			✓	✓	✓	✓	✓	✓											
43 Motel			✓	✓	✓	✓	✓	✓											
44 Nursery			✓	✓	✓	✓	✓	✓											
45 Theatre			✓	✓	✓	✓	✓	✓											
46 Drive-In Theatre			✓	✓	✓	✓	✓	✓											

PRIMARY COUNCIL LAND USE CODE	RATING CATEGORIES																		
	41	42	43a	43b	43c	43d	44a	44b	45	46	47a	47b	48	49a	49b	49c	49d	49e	50
48 Club-Licensed/Sport/Run as a business			✓	✓	✓	✓	✓	✓											
49 Caravan Park			✓	✓	✓	✓	✓	✓											
60 Farming/Grazing (Sheep-Dry)	✓	✓																	
61 Farming/Grazing (Sheep Breeding)	✓	✓																	
64 Farming/Grazing (Cattle Breeding)	✓	✓																	
65 Farming/Grazing (Cattle Breeding-Fattening)	✓	✓																	
66 Farming/Grazing (Cattle Fattening)	✓	✓																	
67 Farming/Grazing (Goats)	✓	✓																	
68 Farming/Grazing (Dairy-Quota Milk)	✓	✓																	
69 Farming/Grazing (Dairy-Non Quota Milk)	✓	✓																	
70 Farming/Grazing (Dairy-Cream)	✓	✓																	
71 Farming/Grazing (Oil Seed)	✓	✓																	
72 Section 50 Land Valuation Act 2010											✓								
73 Farming/Grazing (Grains)	✓	✓																	
74 Farming/Grazing (Turf)	✓	✓																	
75 Farming/Grazing (Sugar Cane)	✓	✓																	
76 Farming/Grazing (Tobacco)	✓	✓																	
77 Farming/Grazing (Cotton)	✓	✓																	
78 Farming/Grazing (Rice)	✓	✓																	
79 Farming/Grazing (Orchards)	✓	✓																	
80 Farming/Grazing (Tropical Fruits)	✓	✓																	
81 Farming/Grazing (Pineapple)	✓	✓																	
82 Farming/Grazing (Vineyards)	✓	✓																	
83 Farming/Grazing (Small Crops-Irrigated)	✓	✓																	
84 Farming/Grazing (Small Crops-Non Irrigated)	✓	✓																	
85 Farming/Grazing (Pigs)	✓	✓																	
86 Farming/Grazing (Horses)	✓	✓																	

PRIMARY COUNCIL LAND USE CODE	RATING CATEGORIES																		
	41	42	43a	43b	43c	43d	44a	44b	45	46	47a	47b	48	49a	49b	49c	49d	49e	50
87 Farming/Grazing (Poultry)	✓	✓																	
88 Farming/Grazing (Forestry/Logs)	✓	✓																	
89 Farming/Grazing (Animals-Special)	✓	✓																	
91 Transformers/Substations, Radio/Television Towers			✓	✓	✓	✓	✓	✓											
92 Defence Force Establishments			✓	✓	✓	✓	✓	✓											
93 Farming/Grazing (Peanuts)	✓	✓																	
96 Public Hospitals			✓	✓	✓	✓	✓	✓											
97 Welfare Homes/Institutions			✓	✓	✓	✓	✓	✓											
99 Community Protection Centres			✓	✓	✓	✓	✓	✓											

TABLE 3C – PRIMARY COUNCIL LAND USE CODE APPLICABLE TO RATING CATEGORIES 55A TO 55O

(this table should be read in conjunction with the definitions in paragraph 2.2 of this Part 2)

PRIMARY COUNCIL LAND USE CODE	RATING CATEGORIES															
	55a	55b	55c	55d	55e	55f	55g	55h1	55h2	55h3	55h4	55i1	55i2	55j	55k	55l
11 Shop – Single	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
12 Shops – Shopping Group (more than 6 shops)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13 Shops – Shopping Group (2 to 6 shops)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16 Drive-In Shopping Centre	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17 Restaurant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
23 Retail Warehouse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
30 Service Station	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
42 Tavern/Hotel	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

TABLE 3D – SECONDARY LAND USE CODE APPLICABLE TO RATING CATEGORIES 25, 46, 47A, 47B AND 50

(this table should be read in conjunction with the definitions in paragraph 2.2 of this Part 2)

SECONDARY COUNCIL LAND USE CODE	RATING CATEGORIES				
	25	46	47a	47b	50
37 Noxious Industry – Waste Recycling/Processing		✓			
00 Coal mining and ancillary and/or associated activities including mine rehabilitation			✓		
78 Previous extractive industries land use requiring site rehabilitation	✓				
17 Noxious Industry Land Fill – Putrescible Material				✓	
27 Noxious Industry Land Fill – Non Putrescible Material				✓	
99 Power Station					✓

PART 3. WASTE MANAGEMENT UTILITY CHARGES

3.1 WASTE MANAGEMENT UTILITY CHARGES

In accordance with section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, council has decided to levy utility charges for waste management services on rateable land in the local government area on the basis set out in this Part 3.

3.2 DEFINITIONS

In this Part 3:

additional garden organics service means the fortnightly removal, transport and processing of organic garden waste from a mobile garbage bin supplied:

- (a) in addition to the services included in the household waste service; or
- (b) in addition to the services included in the non-household waste service.

adjusted household waste service means a household waste service supplied to land which was previously described as Lot 127 on RP852418 in the County of Churchill, Parish of Purga, or Lot 256 on RP887271 in the County of Stanley, Parish of Ipswich, where determined by the General Manager, Environment and Sustainability, or the Manager, Resource Recovery.

bulk bin means a garbage bin which has a holding capacity in excess of 360 litres and is supplied by council.

garden organics service means the fortnightly removal, transport and processing of organic garden waste from a mobile garbage bin or bulk bin.

household waste service means a waste service supplied to land primarily used as a principal place of residence.

mobile garbage bin means a garbage bin which:

- (a) is mobile;

(b) has a holding capacity of the following:

- (i) 240 litres for garden organics;
- (ii) 120 litres, 140 litres or 240 litres, for general waste;
- (iii) 240 litres or 360 litres, for recyclables; and

(c) is supplied by council.

non-household waste service means a waste service supplied to land which is not primarily used as a principal place of residence.

non-household waste levy means an additional charge levied for the supply of a non-household waste service due to the waste levy.

principal place of residence means a place at which a person primarily resides.

waste levy has the meaning in the *Waste Reduction and Recycling (Waste Levy) Amendment Act 2019*.

waste service means the following:

For households

- (a) the weekly removal, transport and disposal of general waste from a mobile garbage bin;
- (b) the fortnightly removal, transport and processing of recyclables from a mobile garbage bin; and
- (c) the fortnightly removal, transport and processing of garden organics from a mobile garbage bin.

For non-households

- (a) the weekly removal, transport and disposal of general waste from a mobile garbage bin; and
- (b) the fortnightly removal, transport and processing of recyclables from a mobile garbage bin.

waste management service means any of the following:

- (a) adjusted waste service;
- (b) additional garden organics service;
- (c) household waste service;
- (d) non-household waste service.

3.3 WASTE MANAGEMENT SERVICES

- (1) The waste management utility charges for the supply of a waste management service to rateable land in the local government area are set out in Table 4 (Waste Management Utility Charges).
- (2) Waste management services are to be supplied to multi residential properties by means of the following:
 - (a) mobile garbage bins in accordance with the Ipswich City Plan 2025;
 - (b) where paragraph (a) does not apply, one or more bulk bins or other appropriately sized bin, approved by the General Manager, Environment and Sustainability, or the Manager, Resource Recovery.
- (3) An adjustment to the waste management utility charges is to be made from the date authorised by the General Manager, Environment and Sustainability, or the Manager, Resource Recovery, where an application is made by an owner to increase or decrease the number of waste management services provided to a property.
- (4) An application to decrease the number of waste management services to a property has the following effect:
 - (a) the waste management service is cancelled for a minimum period of six months; and
 - (b) the waste management service recommences after six months, unless a further application is received from the owner.

- (5) The number of waste management services for land, is the number of waste management services which is recorded on council's rates master file at the date of the budget resolution, subject to any further increase or decrease in the number of services that may from time to time be considered necessary by the General Manager, Environment and Sustainability, or the Manager, Resource Recovery.
- (6) The applicable waste management utility charges for waste management services supplied under an agreement, are those specified in the agreement.

TABLE 4 – WASTE MANAGEMENT UTILITY CHARGES

COLUMN 1 TYPE OF WASTE MANAGEMENT SERVICE	COLUMN 2 WASTE MANAGEMENT UTILITY CHARGE PER WASTE MANAGEMENT SERVICE (PER ANNUM)
Household waste service	\$513.00
Adjusted household waste service	\$276.00
Additional garden organics waste service	\$65.00
Non-household waste service	\$513.00
Non-household waste levy	\$102.40

PART 4. RURAL FIRE RESOURCES LEVY SPECIAL CHARGE

4.1 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*, council has decided to levy a special charge for the Rural Fire Brigades Services on rateable land in the local government area that specially benefits from the Rural Fire Brigades Services on the basis set out in this Part 4.

4.2 DEFINITIONS

In this Part 4:

applicable rateable land means the rateable land in the local government area to which the special charge for the Rural Fire Brigades Services under this Part 4 applies.

Rural Fire Resources Levy Special Charge overall plan means the overall plan for the Rural Fire Brigades Services to which the special charge for the Rural Fire Brigades Services under this Part 4 applies.

Rural Fire Brigades Services means the purchase and maintenance of specialist equipment, station improvements and brigade operating costs of the Ipswich Group Rural Fire Brigades.

4.3 RURAL FIRE BRIGADES SERVICES

- (1) In accordance with section 94 of the *Local Government Regulation 2012*, council adopted the Rural Fire Resources Levy Special Charge overall plan at its meeting of 1 July 2025.
- (2) Council has decided the following under the Rural Fire Resources Levy Special Charge overall plan:
 - (a) the amount of the special charge for the Rural Fire Brigades Services which is to be levied on the Applicable rateable land is \$39.00 per annum;
 - (b) the Applicable rateable land is the rateable land not within the boundary of the Urban Fire Boundaries of Queensland.
- (3) The special charge for the Rural Fire Brigades Services collected by council is to be forwarded, at quarterly intervals, to the Ipswich Group Rural Fire Brigades to fund the Rural Fire Brigades Services.

PART 5. RURAL FIRE RESOURCES LEVY SEPARATE CHARGE

5.1 RURAL FIRE RESOURCES LEVY SEPARATE CHARGE

In accordance with section 94 of the *Local Government Act 2009*, section 103 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, council has decided to levy a separate charge for the Rural Fire Brigades Services on all rateable land in the local government area on the basis set out in this Part 5.

5.2 DEFINITIONS

In this Part 5:

applicable rateable land has the same meaning as in Part 4 of this 2025–2026 Budget.

Rural Fire Brigades Services has the same meaning as in Part 4 of this 2025–2026 Budget.

5.3 RURAL FIRE BRIGADES SERVICES

- (1) The amount of the separate charge for the Rural Fire Brigades Services which is to be levied on all rateable land in the local government area is \$3.00 per annum.
- (2) The separate charge for the Rural Fire Brigades Services collected by council is to be forwarded, at quarterly intervals, to the Ipswich Group Rural Fire Brigades to fund the Rural Fire Brigades Services.
- (3) The separate charge for the Rural Fire Brigades Services recognises that the Rural Fire Brigades Services generally benefit the whole of the local government area.
- (4) For clarity, council intends to levy the separate charge for the Rural Fire Brigades Services on all rateable land in the local government area, in addition to the special charge for the Rural Fire Brigades Services on Applicable rateable land.

PART 6. ENVIROPLAN SEPARATE CHARGE

6.1 ENVIROPLAN SEPARATE CHARGE

In accordance with section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, council has decided to levy a separate charge for the Ipswich Enviroplan on rateable land in the local government area on the basis set out in this Part 6.

6.2 IPSWICH ENVIROPLAN

- (1) The amount of the separate charge for the Ipswich Enviroplan which is to be levied on all rateable land in the local government area is \$63.00 per annum.
- (2) The separate charge for the Ipswich Enviroplan collected by council is to be used in the manner determined by council to provide the greatest benefit for the enhancement of the environment of the local government area, which include the following:
 - (a) for the acquisition, management and protection of bushland areas in the local government area;
 - (b) for the provision of facilities for public access to bushland areas in the local government area;
 - (c) minimising the impact of carbon emissions from the local government area;
 - (d) promoting education in the community concerning adverse impacts on the environment;
 - (e) raising community awareness of the impact of carbon emissions and how to minimise or offset their impact.

PART 7. INFRASTRUCTURE SEPARATE RATE

7.1 INFRASTRUCTURE SEPARATE RATE

In accordance with section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, council has decided to levy a separate rate for the funding of strategic infrastructure projects on rateable land in the local government area on the basis set out in this Part 7.

7.2 DEFINITIONS

In this Part 7:

strategic infrastructure projects means infrastructure which is outlined in the Local Government Infrastructure Plan or is significant to support growth in the local government area.

rateable value of land has the same meaning as in Part 2 of this 2025-2026 Budget.

7.3 STRATEGIC INFRASTRUCTURE PROJECTS

- (1) The amount of the separate rate for funding strategic Infrastructure projects which is to be levied on all rateable land in the local government area is:
 - (a) 0.00604 cents in the dollar on the rateable value; and
 - (b) a minimum separate rate of \$55 per annum.
- (2) The separate rate for the funding of Strategic Infrastructure Projects collected by council is to be used in the manner determined by council to:
 - (a) provide funding to support the delivery of strategic infrastructure projects;
 - (b) reduce the reliance on future debt which would have otherwise been required to fund the strategic infrastructure projects.

PART 8. TIME AND MANNER OF PAYMENT OF RATES AND CHARGES

8.1 PAYMENT OF RATES AND CHARGES AND DISCOUNT

Council has decided the following on the basis set out in this Part 8:

- (1) the period within which rates or charges (including the Emergency Management Levy under section 115 of the *Fire and Emergency Services Act 1990*) must be paid in accordance with section 118 of the *Local Government Regulation 2012*;
- (2) to allow ratepayers to pay rates or charges (including the Emergency Management Levy) by instalments in accordance with section 129 of the *Local Government Regulation 2012*;
- (3) to allow a discount for payment of rates or charges before the end of a period that ends on or before the due date for payment in accordance with section 130 of the *Local Government Regulation 2012*.

8.2 TIME OF PAYMENT OF RATES AND CHARGES AND PAYMENT BY INSTALMENTS

Council has decided that:

- (1) it is to levy rates or charges (including the Emergency Management Levy) for the 2025-2026 financial year by four quarterly instalments for the following periods:
 - (a) 1 July 2025 to 30 September 2025;
 - (b) 1 October 2025 to 31 December 2025;
 - (c) 1 January 2026 to 31 March 2026;
 - (d) 1 April 2026 to 30 June 2026; and
- (2) the rates or charges are to be payable:
 - (a) on the date shown on the quarterly rate notice being at least 30 days after the rate notice for the rates or charges is issued; and
 - (b) at the public office of council or at such other place or agency as may from time to time be appointed for that purpose by council.

8.3 DISCOUNT

- (1) Council has decided to allow a discount for payment of differential general rates or charges (excluding Emergency Management Levy) where the ratepayer has paid the following on or before the due date for payment shown on the rate notice (being 30 days after the rate notice for the rates and charges is issued):
 - (a) the rates and charges (including Emergency Management Levy) stated on the rate notice in full;
 - (b) any arrears of rates and charges (including Emergency Management Levy).
- (2) The discount is to be the lesser of the following amounts:
 - (a) \$33.00;
 - (b) the amount of the differential general rates shown on the rate notice if the differential general rates amount is less than \$33.00.

PART 9. INTEREST ON OVERDUE RATES OR CHARGES

9.1 INTEREST ON OVERDUE RATES OR CHARGES

In accordance with section 133 of the *Local Government Regulation 2012*, council has decided that interest is payable on overdue rates or charges on the basis set out in this Part 9.

9.2 CALCULATION OF INTEREST

- (1) If overdue rates or charges are not paid within 21 days from their due date, interest is payable on the overdue amount, from the day on which the amount became overdue, at an annual rate of 12.12% in accordance with section 133(3)(b) of the *Local Government Regulation 2012*, which is to be calculated on daily rests and as compound interest under section 133(2)(a) of the *Local Government Regulation 2012*.
- (2) The interest rate specified in Part 9.2 (1) applies from 1 July 2025.
- (3) Interest is payable in accordance with subsection (1) in relation to overdue rates or charges which are the subject of an agreement with an owner to pay overdue rates or charges by regular instalments to avoid rate recovery action.

PART 10. CONCESSION FOR RATES OR CHARGES TO PENSIONERS

10.1 CONCESSION FOR RATES OR CHARGES

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, council has decided to grant a concession for rates or charges to an eligible pensioner who owns and occupies rateable land on the basis set out in this Part 10.

10.2 CONCESSION FOR RATES OR CHARGES TO QUALIFYING PENSIONERS

In accordance with council's Pensioner Remission of Rates Policy, council has decided to grant the following concessions for differential general rates and the Enviroplan separate charge to a pensioner who qualifies for a concession under Section 6 of the Pensioner Remission of Rates Policy:

- (1) A full pensioner remission of:
 - (a) 100% of the differential general rates levied per quarterly rating assessment, to a maximum concession of \$248.00 in any one year; and
 - (b) \$10.00 per annum per rating assessment for the Enviroplan separate charge, if applicable; or
- (2) A part pensioner remission of:
 - (a) 100% of the differential general rates levied per quarterly rating assessment, to a maximum concession of \$122.00 in any one year; and
 - (b) \$5.00 per annum per rating assessment for the Enviroplan separate charge, if applicable.

PART 11. REVENUE STATEMENT

11.1 PURPOSE

- (1) In accordance with section 169 of the *Local Government Regulation 2012*, council has prepared this revenue statement for its budget for the 2025–2026 financial year.
- (2) The purpose of this revenue statement is to outline and explain the revenue measures adopted by council in the Budget for the 2025–2026 financial year (2025–2026 Budget) in compliance with relevant legislative requirements.
- (3) This revenue statement is to be read in conjunction with the Revenue Policy, Rating Resolutions and Forecast Financial Statements in the 2025–2026 Budget.
- (4) Council may, by resolution, amend the revenue statement for the financial year at any time before the end of the financial year.
- (5) rural fire resources levy special charge (see Part 4 of the 2025–2026 Budget);
- (6) rural fire resources levy separate charge (see Part 5 of the 2025–2026 Budget);
- (7) Enviroplan separate charge (see Part 6 of the 2025–2026 Budget);
- (8) Infrastructure Separate Rate (see Part 7 of the 2025–2026 Budget).

11.3 DIFFERENTIAL GENERAL RATES

- (1) Council has decided to levy differential general rates for different rating categories of rateable land in the local government area on the basis set out in Part 2 of the 2025–2026 Budget.
- (2) Council has decided that there are 60 rating categories for rateable land in the local government area as stated in column 1 of Table 1 (Differential General Rating Categories) in Part 2 of the 2025–2026 Budget. Each of these 60 rating categories and a description of each rating category is stated in Table 5.
- (3) Council has decided that, due to the cost of providing services to rateable land, a minimum amount of general rates is to apply to certain rating categories of rateable land in the local government area as stated in Table 2 (Differential General Rates) in Part 2 of the 2025–2026 Budget.

11.2 RATES AND CHARGES

Council has levied the following rates and charges in accordance with the principles stated in the revenue policy in the 2025–2026 Budget:

- (1) differential general rates (see Part 2 of the 2025–2026 Budget);
- (2) waste management utility charges (see Part 3 of the 2025–2026 Budget);

(4) Council has decided that, to address the concerns of the community resulting from changes in the valuation of the rateable land from year to year, particularly where the Valuer-General has not undertaken a comprehensive review of all valuations each year, the increase in the differential general rates for certain rating categories of rateable land in the local government area is to be limited to not more than the differential general rates for the last financial year increased by the percentage stated in column 4 of Table 2 (Differential General Rates) in Part 2 of the 2025–2026 Budget.

(5) Council has decided that the rateable value of land for 2025–2026 shall be the three-year average of the valuations provided by the Valuer-General in accordance with the *Land Valuation Act 2010* and that the three-year averaged value will be used as the basis for calculating the differential general rates.

TABLE 5 – DIFFERENTIAL GENERAL RATING CATEGORIES

(this table should be read in conjunction with the definitions in paragraph 2.2 of Part 2)

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
1	Land not in Brookwater used for a residential purpose which is owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is owner occupied; (d) is not located in Brookwater.
4	Land not used for a residential purpose or for profit purpose.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is not used for a residential purpose or for profit purpose.
8	Land in Brookwater used for a residential purpose which is owner occupied or which is vacant land that is potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is either: (i) primarily residential and owner occupied; or (ii) vacant land that is potential owner occupied; (c) is located in Brookwater.
9	Land not in Brookwater used for a residential purpose which is not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is not owner occupied; (d) is not located in Brookwater.
10	Land not in Brookwater which is vacant land less than 20,000m ² that is potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is less than 20,000m ² ; (d) is potential owner occupied; (e) is not located in Brookwater.
11	Land not in Brookwater used for a residential purpose which is owner occupied that is in a community titles scheme not in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is owner occupied; (d) is included in a community titles scheme; (e) is not in a high rise structure; (f) is not located in Brookwater.
15	Land in Brookwater used for a residential purpose which is not owner occupied or which is vacant land that is not potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is either: (i) primarily residential and is not owner occupied; or (ii) vacant land that is not potential owner occupied; (c) is located in Brookwater.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
16	Land not in Brookwater used for a residential purpose which is not owner occupied that is in a community titles scheme not in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is not owner occupied; (d) is included in a community titles scheme; (e) is not in a high rise structure; (f) is not located in Brookwater.
17	Land not in Brookwater used for a residential purpose which is owner occupied that is in a community titles scheme in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is owner occupied; (d) is included in a community titles scheme; (e) is in a high rise structure; (f) is not located in Brookwater.
18	Land not in Brookwater used for a residential purpose which is not owner occupied that is in a community titles scheme in a high rise structure.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) is not owner occupied; (d) is included in a community titles scheme; (e) is in a high rise structure; (f) is not located in Brookwater.
19	Land not in Brookwater which is vacant land less than 20,000m ² that is not potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is less than 20,000m ² ; (d) is not potential owner occupied; (e) is not located in Brookwater.
22a	Land used for a multi residential purpose, with two dwellings or a dwelling with a secondary dwelling, which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes: (i) two dwellings; or (ii) a dwelling with a secondary dwelling; (d) none of the dwellings or the secondary dwelling are owner occupied.
22b	Land used for a multi residential purpose with three to five dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes three to five dwellings; (d) one or more of the dwellings is not owner occupied.
22c	Land used for a multi residential purpose with six to nine dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes six to nine dwellings; (d) one or more of the dwellings is not owner occupied.
22d	Land used for a multi residential purpose with 10 to 14 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 10 to 14 dwellings; (d) one or more of the dwellings is not owner occupied.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
22e	Land used for a multi residential purpose with 15 to 19 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 15 to 19 dwellings; (d) one or more of the dwellings is not owner occupied.
22f	Land used for a multi residential purpose with 20 to 29 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 20 to 29 dwellings; (d) one or more of the dwellings is not owner occupied.
22g	Land used for a multi residential purpose with 30 to 39 dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 30 to 39 dwellings; (d) one or more of the dwellings is not owner occupied.
22h	Land used for a multi residential purpose with 40 or more dwellings which are not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily residential; (c) includes 40 or more dwellings; (d) one or more of the dwellings is not owner occupied.
23	Land not in Brookwater which is vacant land that is 20,000m ² or greater and is potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is 20,000m ² or greater; (d) is potential owner occupied; (e) is not located in Brookwater.
24	Land not in Brookwater which is vacant land that is 20,000m ² or greater and is not potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) is 20,000m ² or greater; (d) is not potential owner occupied; (e) is not located in Brookwater.
25	Land which is vacant land requiring rehabilitation as the subject of a previous extractive industry involving coal mining.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is vacant land; (c) has the Secondary Land Use Code of 78 Previous extractive industries land use requiring site rehabilitation; (d) requires rehabilitation as the subject of a previous extractive industry involving coal mining.
41	Land used for a farming and grazing purpose which is owner occupied or potential owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for farming and grazing; (c) is either: (i) owner occupied; or (ii) potential owner occupied.
42	Land used for a farming and grazing purpose which is not owner occupied.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for farming and grazing; (c) is not owner occupied.
43a	Land used for a commercial purpose with a rateable value of less than \$200,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of less than \$200,000.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
43b	Land used for a commercial purpose with a rateable value of \$200,000 to less than \$500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$200,000 to less than \$500,000.
43c	Land used for a commercial purpose with a rateable value of \$500,000 to less than \$1,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$500,000 to less than \$1,000,000.
43d	Land used for a commercial purpose with a rateable value of \$1,000,000 to less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$1,000,000 to less than \$2,500,000.
44a	Land used for a commercial purpose with a rateable value of \$2,500,000 to less than \$5,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$2,500,000 to less than \$5,000,000.
44b	Land used for a commercial purpose with a rateable value of \$5,000,000 or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a commercial use; (c) has a rateable value of \$5,000,000 or greater.
45	Land used for a noxious industry that is not in rating categories 46, 47b and 50.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a noxious industry; (c) is not in rating categories 46, 47b and 50.
46	Land used for a noxious industry involving waste recycling or waste processing.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) has the Secondary Land Use Code of 37 Noxious Industry – Waste Recycling/Processing; (c) is primarily for a noxious industry involving waste recycling or waste processing.
47a	Land used for an extractive industry involving coal mining or the rehabilitation of land the subject of a previous or current extractive industry involving coal mining.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) has the Secondary Land Use Codes of 00 Coal mining and ancillary and/or associated activities including mine rehabilitation; (c) is primarily for an extractive industry involving coal mining or the rehabilitation of land the subject of a previous or current extractive industry involving coal mining.
47b	Land used for a noxious industry involving a landfill.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) has any of the following Secondary Land Use Codes: (i) 17 Noxious Industry Land Fill – Putrescible Material; (ii) 27 Noxious Industry Land Fill – Non Putrescible Material; (c) is primarily for a noxious industry involving a landfill.
48	Land used for an extractive industry that is not in rating category 47a.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for an extractive industry not involving any of the following: (i) coal mining; (ii) rehabilitation of land the subject of a previous or current extractive industry involving coal mining; (c) is not in rating category 47a.
49a	Land used for a light industry with a rateable value of less than \$500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of less than \$500,000.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
49b	Land used for a light industry with a rateable value of \$500,000 to less than \$1,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$500,000 to less than \$1,000,000.
49c	Land used for a light industry with a rateable value of \$1,000,000 to less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$1,000,000 to less than \$2,500,000.
49d	Land used for a light industry with a rateable value of \$2,500,000 to less than \$5,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$2,500,000 to less than \$5,000,000.
49e	Land used for a light industry with a rateable value of \$5,000,000 or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a light industry; (c) has a rateable value of \$5,000,000 or greater.
50	Land used for a heavy industry.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) if the land has a Primary Council Land Use Code of 37 Noxious/Offensive Industry, the land also has a Secondary Land Use Code of 99 Power Station; (c) is primarily for a heavy industry.
55a	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of less than \$200,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of less than \$200,000.
55b	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of \$200,000 to less than \$500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of \$200,000 to less than \$500,000.
55c	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of \$500,000 to less than \$1,000,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of \$500,000 to less than \$1,000,000.
55d	Land used for a retail purpose with a total GLA of less than 5,000m ² and a rateable value of \$1,000,000 to less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 5,000m ² ; (c) has a rateable value of \$1,000,000 to less than \$2,500,000.
55e	Land used for a retail purpose with a total GLA of 5,000m ² to less than 7,500m ² and a rateable value of less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 5,000m ² to less than 7,500m ² ; (c) has a rateable value of less than \$2,500,000.
55f	Land used for a retail purpose with a total GLA of 7,500m ² to less than 10,000m ² and a rateable value of less than \$2,500,000.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 7,500m ² to less than 10,000m ² ; (c) has a rateable value of less than \$2,500,000.
55g	Land used for a retail purpose with a total GLA of less than 10,000m ² and a rateable value of \$2,500,000 or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of less than 10,000m ² ; (c) has a rateable value of \$2,500,000 or greater.

COLUMN 1 RATING CATEGORY OF RATEABLE LAND		COLUMN 2 DESCRIPTION OF RATING CATEGORY
55h1	Land used for a retail purpose with a total GLA of 10,000m ² to less than 12,500m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 10,000m ² to less than 12,500m ² ; (c) has a land area of less than 200,000m ² .
55h2	Land used for a retail purpose with a total GLA of 12,500m ² to less than 15,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 12,500m ² to less than 15,000m ² ; (c) has a land area of less than 200,000m ² .
55h3	Land used for a retail purpose with a total GLA of 15,000m ² to less than 17,500m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 15,000m ² to less than 17,500m ² ; (c) has a land area of less than 200,000m ² .
55h4	Land used for a retail purpose with a total GLA of 17,500m ² to less than 20,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 17,500m ² to less than 20,000m ² ; (c) has a land area of less than 200,000m ² .
55i1	Land used for a retail purpose with a total GLA of 20,000m ² to less than 25,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 20,000m ² to less than 25,000m ² ; (c) has a land area of less than 200,000m ² .
55i2	Land used for a retail purpose with a total GLA of 25,000m ² to less than 30,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 25,000m ² to less than 30,000m ² ; (c) has a land area of less than 200,000m ² .
55j	Land used for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² ; (c) has a land area of less than 200,000m ² .
55k	Land used for a retail purpose with a total GLA of 45,000m ² or greater and a land area of less than 200,000m ² .	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 45,000m ² or greater; (c) has a land area of less than 200,000m ² .
55l	Land used for a retail purpose with a total GLA of 10,000m ² to less than 20,000m ² and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 10,000m ² to less than 20,000m ² ; (c) has a land area of 200,000m ² or greater.
55m	Land used for a retail purpose with a total GLA of 20,000m ² to less than 30,000m ² and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 20,000m ² to less than 30,000m ² ; (c) has a land area of 200,000m ² or greater.
55n	Land used for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 30,000m ² to less than 45,000m ² ; (c) has a land area of 200,000m ² or greater.
55o	Land used for a retail purpose with a total GLA of 45,000m ² or greater and a land area of 200,000m ² or greater.	Land which meets all of the following criteria: (a) has any of the Primary Council Land Use Codes for this rating category; (b) is primarily for a retail purpose with a total GLA of 45,000m ² or greater; (c) has a land area of 200,000m ² or greater.

11.4 WASTE MANAGEMENT UTILITY CHARGES

- (1) Council has decided to levy utility charges for waste management services (Waste Management Utility Charges) in respect of the following waste management services to rateable land in the local government area on the basis set out in Part 3 of the 2025–2026 Budget:
 - (a) household waste service;
 - (b) adjusted household waste service;
 - (c) garden organics waste service;
 - (d) non-household waste service;
 - (e) non-household waste levy.
- (2) The waste management utility charges are applied on a per service basis and are set at a level to raise revenue as specified in the Ipswich Waste Services budget.
- (3) The waste management utility charges are levied on all rateable land in the local government area provided with the waste management service and are levied on a pro rata basis where a waste management service is provided for only part of the year.
- (4) Waste management utility charges are determined on a full-cost pricing basis in accordance with the National Competition Policy to recover sufficient income to meet the full cost outlays of the functional programs, including administrative costs and overheads not funded from general revenue, having regard to the following:
 - (a) performance targets in the Ipswich Waste Services Annual Performance Plan;
 - (b) the cost of capital provision and an appropriate return on assets;
 - (c) pricing oversight requirements of the Queensland Competition Authority;
 - (d) operating and capital grants, subsidies or contributions received from others.

11.5 RURAL FIRE RESOURCES LEVY SPECIAL CHARGE

- (1) Council has decided to levy a special charge on rateable land within that part of the local government area that specially benefits from the Rural Fire Brigades Services on the basis set out in Part 4 of the 2025–2026 Budget.
- (2) Council's policy is to levy special charges, on a year by year basis, for rural fire brigades and other associated facilities to particular areas of the local government area which specially benefits from the rural fire brigades and associated facilities.
- (3) The special charges collected by council are used to meet the costs of the relevant initiative or facility.

11.6 RURAL FIRE RESOURCES LEVY SEPARATE CHARGE

Council has decided to levy a separate charge for the Rural Fire Brigades Services on all rateable land in the local government area on the basis set out in Part 5 of the 2025–2026 Budget.

11.7 ENVIROPLAN SEPARATE CHARGE

Council has decided to levy a separate charge for the Ipswich Enviroplan on all rateable land in the local government area on the basis set out in Part 6 of the 2025–2026 Budget.

11.8 INFRASTRUCTURE SEPARATE RATE

Council has decided to levy a separate rate for the funding of strategic infrastructure projects on all rateable land in the local government area on the basis set out in Part 7 of the 2025–2026 Budget.

11.9 DISCOUNT FOR RATES AND CHARGES

- (1) Council has decided to allow a discount for payment of rates and charges on the basis set out in Part 8 of the 2025–2026 Budget.
- (2) Council's policy is to encourage prompt payment of rates and charges by allowing a discount for full payment by the due date.
- (3) The discount is only to apply to the differential general rates (excluding utility charges, special charges, separate charges, Emergency Management Levy and arrears of any rate or charge).

11.10 CONCESSIONS

- (1) Council has decided to grant a concession for rates and charges for land to an eligible pensioner who owns and occupies rateable land on the basis set out in Part 10 of the 2025–2026 Budget.
- (2) Council has also decided that the following concessions for rates and charges are to be granted in the financial year:
 - (a) concession to an eligible entity whose objects do not include making a profit which owns rateable land;
 - (b) concession to an eligible entity that provides assistance or encouragement for arts or cultural development which owns rateable land;
 - (c) concession to an eligible landowner who is an individual and who is subject to financial hardship from the payment of rates and charges;
 - (d) concession to an eligible landowner whose land is subject to a mining lease requiring the carrying out of improvement restoration for the mining lease.

11.11 INTEREST

Council has decided that interest is payable on overdue rates or charges on the basis set out in Part 9 of the 2025–2026 Budget.

11.12 COST-RECOVERY FEES

- (1) Under section 97 of the *Local Government Act 2009*, a cost-recovery fee is a fee for any of the following:
 - (a) an application for the issue or renewal of a licence, permit, registration or other approval under a local government act as defined in the *Local Government Act 2009*;
 - (b) recording a change of ownership of land;
 - (c) giving information kept under a local government act as defined in the *Local Government Act 2009*;
 - (d) seizing property or animals under a local government act as defined in the *Local Government Act 2009*;
 - (e) the performance of another responsibility imposed on the local government under the *Building Act 1975* or the *Plumbing and Drainage Act 2018*.
- (2) Council has decided the amount of cost-recovery fees having regard to the following:
 - (a) the estimated cost, including overheads, of operating each of council's regulatory regimes, such as:
 - (i) animal control;
 - (ii) environmental protection;
 - (iii) development approval;
 - (iv) community health and safety;
 - (v) entertainment venues;
 - (b) amounts prescribed by State legislation;
 - (c) the need to recover the cost of operating the regulatory regimes;
 - (d) the need to encourage compliance with relevant laws.
- (3) Council's cost-recovery fees are included in the Register of Cost Recovery Fees which is open for inspection at council's public office.
- (4) Council applies a common set of criteria to ensure cost-recovery fee concessions are granted equitably across each area of council's operations.

11.13 COMMERCIAL FEES

- (1) Commercial fees are for services which relate to the provision of services or access to council's facilities which are not regulated by a local law or other legislative schemes.
- (2) Council has decided the amount of commercial fees having regard to the following:
 - (a) the user pays principle;
 - (b) the estimated cost of provision of services or access to council's facilities;

- (c) fees charged by any alternative providers;
- (d) a fair return for the use of the council's infrastructure;
- (e) performance targets set for council's business activities;
- (f) the need to encourage or discourage particular behaviours.

11.14 DEVELOPER FINANCIAL CONTRIBUTIONS FOR DEVELOPMENT INFRASTRUCTURE

- (1) Council's intention is to ensure that development infrastructure costs and other physical and social infrastructure costs caused by the incremental development of premises in the local government area are funded or provided for by that development, to the extent authorised by law or negotiated by agreement.
- (2) Council will require financial contributions for providing local government trunk infrastructure networks in relation to the development of premises in accordance with the *Planning Act 2016*.
- (3) Financial contributions for trunk infrastructure for the distributor-retailer's (Urban Utilities) water service and wastewater service may be collected by council under an agreement with Urban Utilities or to the extent required by law and remitted to Urban Utilities.
- (4) The developer is also required to provide the non-trunk infrastructure considered by council to be appropriate for the development as a condition of a development approval.

11.15 OTHER REVENUE

Council will seek to collect other revenue, such as investment interest income, grants and subsidies, income from the sale of council's provision of goods and services, dividends from investments and the income from the sale or disposal of assets, on the basis of council taking advantage of opportunities to maximise the efficient use of resources and activities under its control.

11.16 MAINTENANCE OF COUNCIL'S OPERATING CAPABILITY

- (1) Council will seek to ensure that its revenues (after concessions on rates and charges) are sufficient to cover its costs.
- (2) It is council's intention that the operating capability of the local government is to be increased to provide the capacity to invest in physical and social infrastructure for the growing community.
- (3) The Net Operating Surplus included in the Statement of Income and Expenditure describes the extent of the increase in the budget year.

PART 12. DEBT POLICY

In accordance with section 192 of the *Local Government Regulation 2012*, it is council's intention to borrow only for growth/enhancement capital expenditure and commercial debt structures for its commercial business units. The authority to borrow is drawn from section 34 of the *Statutory Bodies Financial Arrangements Act 1982*.

Borrowings for the organisation are required by business units and council departments. These aspects of the organisation have different roles within the organisation and therefore different borrowing requirements.

Capital expenditure for the organisation is categorised into two different aspects, growth/enhancement and refurbishment. Borrowings required for growth/enhancement projects are calculated on a net basis. Net basis being the total value of those projects less any external funding such as developer cash contributions, donations, grants and subsidies. In addition to these external funding sources, council may determine that growth/enhancement projects be funded, in part or in full, from other available cash surpluses. The final determination of the borrowing requirements is based on an assessment of existing debt levels and the requirement to maintain a prudent level of cash for operating purposes and employee provisions.

All Ipswich City Council borrowings including existing loan balances are on either a principal and interest or interest only basis and have a maximum term to maturity of 20 years.

Loan borrowings including existing loan balances for strategic asset acquisitions are for projects that are intended to enhance the commercial business centres of the city. Loan borrowings including existing loan balances allocated to council departments are for growth/enhancement related projects and are required to meet the increasing service needs of council's customers and the Ipswich community.

All external borrowings are from the Queensland Treasury Corporation (QTC). The rate of payment is dependent upon market conditions and other principles agreed to between QTC and the Ipswich City Council.

The overall position of debt for council for 2025–2026 is an increase of \$4.0 million to \$402.9 million from the previous level of \$398.9 million. Table 6 (Estimated Loan Balances) reflects the anticipated loan balances and movements for 2025–2026 and the next nine financial years.



TABLE 6 - ESTIMATED LOAN BALANCES

LOAN LIABILITIES	2025-2026 Budget \$'000	2026-2027 Estimated \$'000	2027-2028 Estimated \$'000	2028-2029 Estimated \$'000	2029-2030 Estimated \$'000	2030-2031 Estimated \$'000	2031-2032 Estimated \$'000	2032-2033 Estimated \$'000	2033-2034 Estimated \$'000	2034-2035 Estimated \$'000
Opening Balance	398,937	402,937	400,922	422,320	426,764	436,568	423,252	423,153	455,833	490,283
add New Borrowings	93,400	47,500	55,500	80,000	43,000	21,000	35,000	69,000	74,000	35,000
less Principal Repayments	89,400	49,515	34,102	75,556	33,196	34,316	35,099	36,320	39,550	42,344
Closing Balance	402,937	400,922	422,320	426,764	436,568	423,252	423,153	455,833	490,283	482,939
Borrowing Costs	13,567	14,631	15,406	16,963	18,733	19,855	19,780	20,417	22,982	25,609

PART 13. INVESTMENT POLICY

OBJECTIVES

The objectives of this policy are:

- to invest Ipswich City Council funds not immediately required for financial commitments;
- to maximise earnings from authorised investments of cash holdings after assessing counterparty, market and liquidity risks;
- to ensure that appropriate records are kept and that adequate internal controls are in place to safeguard public monies.

TERMS AND TYPE OF INVESTMENTS

The overall term of any investment should be appropriate to council's investment objectives and adhere to the restrictions as determined by *Statutory Bodies Financial Arrangements Act 1982* and the *Statutory Bodies Financial Arrangements Regulation 2019*.

Council's investment portfolio should be realisable in a reasonable time frame. Council can invest in Category 2 Investments per the *Statutory Bodies Financial Arrangements Act 1982* with the exception of managed funds other than the Queensland Treasury Corporation (QTC) Cash Fund and QTC Debt Offset facilities. According to the *Statutory Bodies Financial Arrangements Act 1982* the term to maturity of investments is not to exceed three years.

DIVERSIFICATION/CREDIT RISK

When placing investments, consideration will be given to the relationship between credit rating and interest rate. The combined amount invested with all financial institutions (banks, credit unions, building societies), QTC or government secured investments within the credit rating bands below should not exceed the following percentages of average funds invested at any time.

Long Term Rating (Standard and Poors)	Short Term Rating (Standard and Poors)	Maximum Percentage of Total Investments	Maximum Term of Investment (Years)
AAA to AA-	A1+	100%	3
A+ to A-	A1	50%	2
BBB+ to BBB-	A2	10%	1
BB+ to D	-	Nil	-

ORGANISATIONAL DIVERSIFICATION

To further diversify risk, no more than 25% of council's investments will be held with any one financial institution, with the exception of QTC which shall not be limited.

CREDIT RATINGS

If any of the financial institutions credit ratings is downgraded such that they no longer fall within council's investment policy guidelines, the General Manager, Corporate Services is to be advised and the investments in that counterparty will be divested within 28 days or as soon as is practicable.

Council shall keep a current list of long term credit ratings for the authorised financial institutions. The ratings shall be updated on a minimum three (3) monthly basis.

PART 14. FINANCIAL MANAGEMENT POLICY

PURPOSE

To define the key corporate financial policies broadly applied in the development of forward planning/modelling, business planning, budgeting and performance management and reporting which will ensure the financial sustainability of council now and into the future.

ROLES AND RESPONSIBILITIES

Within the areas of forward planning/modelling, business planning, budgeting and performance management and reporting, different parts of council undertake different roles and have different responsibilities. These roles and responsibilities are diagrammatically displayed as follows:

ROLES	FORWARD PLANNING/ MODELLING	BUSINESS PLANNING	BUDGETING	PERFORMANCE MANAGEMENT AND REPORTING
Mayor/Councillors	Provide strategic direction	Input on strategic issues	Identify priority areas Final approval	Receive monthly performance reports and provide feedback
CEO	Facilitate strategic input from Councillors and Executive Team	Lead process	Sign-off on key parameters for council's budget	Receive monthly performance reports, provide feedback and advice on corrective action
Executive Team	Provide strategic advice	Contribute to process	Develop departmental budgets in line with targets	Provide comment on YTD financial performance
Corporate Services Department	Preparation and analysis	Contribute to process	Recommend high level organisational budget assumptions and parameters Coordinate and contribute to process	Produce YTD performance reports and provide high level analysis and commentary; Provide direction on financial management policy and process
Departments and Business Units	Provide product, service and investment planning information for input into model	Senior staff contribute to process	Develop departmental plan within overall target	Analyse YTD financial performance and provide commentary to Corporate Services Department; Ensure compliance with financial management policy and process

DEFINITIONS

Forward Planning/Modelling: Analysis of financial capacity into the future based on specific sets of assumptions; economic and community drivers, and growth.

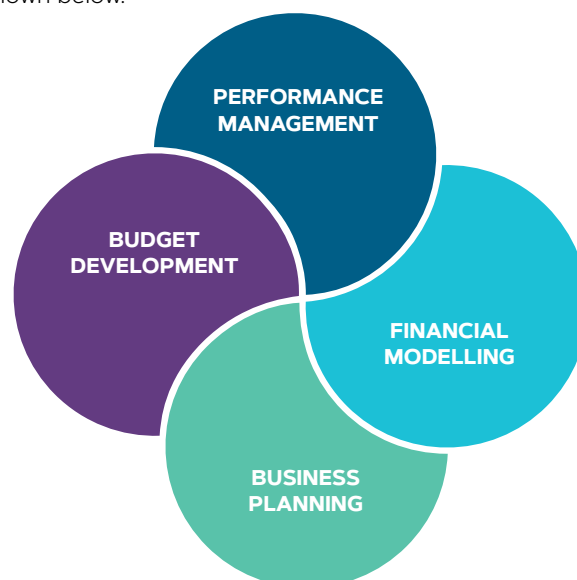
Budgeting: Financial plan of what is intended to be achieved over a set period of time.

Performance Management and Reporting: Execution and monitoring of the actual financial results against the plan.

Operating Revenue: Total revenue excluding capital grants and subsidies, developer cash contributions and developer donated assets.

RELATIONSHIPS

The different components within the framework influence the development of each other, in a continuous cycle as shown below.



Capacity assessment (through financial modelling) guides business planning, which guides budget development, which guides actual performance. The actual performance achieved in a year is the basis on which the next round of modelling is built on, and so the cycle continues.

POLICIES

The following policies apply to all aspects of the Financial Management Framework (i.e. forward planning/modelling; business planning; budgeting; performance management and reporting) unless specifically stated otherwise.

The following policies are complementary to the *Local Government Act 2009* and the *Local Government Regulation 2012*. Where these policies are silent, or may be interpreted as contradictory to the Act or the Regulation, the Act or the Regulation are to take precedence.

The following policies are also complementary to the Australian Accounting Standards. Where these policies are silent, or may be interpreted as contradictory to the Standards, the Standards are to take precedence.

Financial Sustainability

- Sustainability at the Local Government level is defined under the *Local Government Act 2009* as where a local government is able to maintain its financial capital and infrastructure over the long term.
- Council is required to report against a range of financial sustainability ratios in accordance with the *Local Government Regulation 2012* s169. The ratios are calculated on the basis of council's long term financial plan, and provide indicators of:
 - Financial Capacity,
 - Operating Performance,
 - Liquidity
 - Asset Management, and
 - Debt Servicing Capacity.
- A balanced budget must be achieved as soon as possible at the commencement of the budget process. This means that operating revenue will equal or exceed expenditure and the level of capital expenditure and borrowings will result in a Statement of Financial Position that demonstrates financial sustainability. A balanced position is to be maintained throughout the progress of budget deliberations.
- The level of borrowings shall be within acceptable limits to ensure long term sustainability and maintain compliance with council and state policies.
- Operating capability will be maintained and increased to ensure the replacement or refurbishment of assets that have been identified for retention, and to provide the capacity to invest in physical and social infrastructure for the growing community.
- Financial sustainability will be demonstrated by the following indicators as prescribed by *Local Government Regulation 2012* s169(6):

TYPE AND MEASURE	TARGET (TIER 2)
FINANCIAL CAPACITY	
Council-Controlled Revenue	N/A
Population Growth	N/A
OPERATING PERFORMANCE	
Operating Surplus Ratio	Greater than 0%
Operating Cash Ratio	Greater than 0%
LIQUIDITY	
Unrestricted Cash Expense Cover Ratio	Greater than 2 months
ASSET MANAGEMENT	
Asset Sustainability Ratio	Greater than 60%
Asset Consumption Ratio	Greater than 60%
Asset Renewal Funding Ratio	N/A
DEBT SERVICING CAPACITY	
Leverage Ratio	0 to 4 times (or N/A)

Inter-generational Equity Policy

Council shall strive to achieve equity between generations of ratepayers (inter-generational equity) whereby the mechanisms to fund specific capital expenditure and operations take into account the ratepayers who benefit from the expenditure, and therefore on a user pays basis, who should pay for the costs associated with such expenditure.

Preparation and Revision of Forward Planning/Modelling

- The Corporate Services Department will be responsible for all of council's financial modelling. Departments and Business Units will be required to provide data for input and assistance as required.
- The Long-Term Financial Forecast will cover a period of time consistent with the long term strategic plans of council and be updated annually.
- Assumptions regarding growth drivers used within the Long-Term Financial Forecast are to be independently verified annually and the overall model verified biannually.

Preparation of Budget

- The Budget will be adopted for the whole of council at Statement of Income and Expenditure line item and total capital expense level.
- The budget will be prepared in accordance with section 104 of the *Local Government Act 2009* and section 169 of the *Local Government Regulation 2012*.
- The budget should be designed to enable council to achieve the objectives as outlined within the strategic and operational plans and within the 'financial sustainability' limits defined in the Long-Term Financial Forecast.
- Where an approved project carryforward has been identified during the budget preparation period, an estimate for that carryforward will be included as part of the adopted budget. The budget will be revised as soon as practical after the end of each financial year to reflect the actual amounts carried forward including those project carryforwards identified subsequent to the adoption of the budget.
- The budget will be prepared and adopted by 31 July each year.

Revision of Budget

- The budget will be reviewed regularly. Amendments will be assessed for their impact at a whole of council level and will only be put forward to council for consideration as deemed appropriate by the General Manager, Corporate Services and the Chief Executive Officer.
- A change to the Statement of Income and Expenditure categories or total capital program will require council approval.

Performance Management and Reporting

- Reporting will be in accordance with recognised accounting principles and include both operational and capital performance.
- Costs (both operational and capital) will be incurred in accordance with council's procurement policies and following prudent financial management principles.
- Reporting on the capital program will include information on the progress of the program as well as the financial result.

Revenue Management

- Refer to Revenue Policy.
- All revenue modelling will be conducted by the Corporate Services Department in consultation with other council departments.

Expense Management (Operational)

- Expenses will align to the services detailed in the Services Catalogue.
- The introduction of new services is to be supported by the withdrawal or reduction of existing services; and/or an identified funding source.

Capital Expenditure/Capital Funding

- Existing fixed assets need to be maintained at a level which enables continuous delivery of specified services levels. The exceptions to this are firstly, where there is a decision to write down the quality at which assets are maintained because the community no longer needs such a quality and secondly, where a deliberate decision is made to phase the asset out of existence.

- Spending on asset renewal and replacement should be provided at a level equal to depreciation expense for those assets identified in strategic asset management plans to be retained.
- Capital expenditure on new assets must be economically and/or socially justified inclusive of an evaluation of the full life costs including operating and maintenance costs and depreciation expense for the life of the asset, as well as the purchase price.
- Capital expenditure increases will be capped to ensure financial sustainability. Application of the increases to individual parts of council will be determined in accordance with need and council priorities.
- Capital expenditure will be forecast to cover a period of time consistent with the long term strategic plans of council.
- Capital projects will be assessed and approved based on the viability of the project and its alignment with council's objectives. Funding for these projects, including external funding sources, will be determined separately by the General Manager, Corporate Services.

Resource Management

- Resources will be assessed annually to determine what resources are required to meet operational and capital needs; to what extent they can be met from within existing council resources and procurement models; and what flexible resourcing models should be employed to meet any shortfall.

Internal Cash Restrictions

- Internal cash restrictions will be created for items designated for a specific purpose or to support specific expenditure.
- Sufficient funds will be maintained in cash reserve and the accumulated surplus to equalise from year to year the impact of fluctuations in the maintenance, renewal and purchase of assets and/or operational expenditure.

PART 15. PROCUREMENT POLICY

STATEMENT

Ipswich City Council (Council) is committed to conducting procurement with integrity, accountability and transparency. All procurement activities must adhere to this policy and align with relevant manuals, policies, procedures, work instructions, and standards.

Our approach prioritises the Ipswich community, ensuring that procurement efforts and decisions reflect principles that are meaningful to the region and contribute to effective service design and delivery.

PURPOSE AND PRINCIPLES

This policy is the overarching policy for the procurement of goods and services. Its purpose is to deliver excellence in procurement outcomes for the Ipswich community.

Procuring Goods and Services

All purchases of goods and services must be carried out in strict compliance with the:

- *Local Government Act 2009* and amendments (the Act);
- *Local Government Regulation 2012* (the Regulation).

Council has resolved to apply Chapter 6 Contracting, Part 2 Strategic Contracting Procedures under the Regulation for entering into contracts for the supply of goods and/or services.

Disposal of non-current assets must be undertaken in accordance with Council's Disposal of Council Assets and Goods Procedure.

Council will deal with the disposal of land under the:

- The Regulations, Chapter 6 Contracting, Part 3 Default Contracting Procedures;
- Property Acquisition and Disposal Policy;
- Disposal of Land or Interest in Land Procedure;
- Disposal of Council Owned Property Procedure;
- Tenure over Council Property Policy;
- Tenure over Council Property Procedure.

This Policy does not apply to:

- Council funded sponsorship or grants;
- Government fees, licensing, registrations, and levies;
- Employee expenses; or
- Commercial acquisitions.

Council recognises that developing and adopting appropriate best practice contracting and procurement policies, processes, systems and procedures for all goods and services by council, will enhance achievement of council objectives such as:

- sustainable procurement;
- bottom-line cost savings;
- supporting local economies;
- achieving innovation; and
- better services for communities.

Under section 237 of the Regulation, council will publish the awarded supplier, value and purpose of contractual arrangements worth \$200,000 (excluding GST) or more on council's website. In addition to its legislative obligation, council will also publish the details on suppliers who tendered a response and publish basic contract details for all awarded contracts and procurements over \$10,000 (excluding GST).

SOUND PROCUREMENT PRINCIPLES

All procurement activities of council must have regard to the five 'sound contracting principles' contained in section 104(3) of the Act.

Regard is to be had for each principle, although each principle may not receive equal consideration, depending on the particular procurement activity. The sound contracting principles are to be considered as follows:

1. VALUE FOR MONEY

Council will use public funds in such a manner that the best return and performance for the money spent is being obtained.

The achievement of value for money can be driven through each stage of the procurement process from procurement planning to contract management.

The benefits of the procurement are considered against the costs necessary for the optimum result for council and the local community. Council is not required to accept the lowest tender. Instead, council is required to take into account issues such as but not limited to fitness of purpose, quality, price, service support and warranty and other factors relevant to the overall sound contracting principles of the Act.

2. OPEN AND EFFECTIVE COMPETITION

Council will give fair and equitable consideration to all prospective suppliers. Prospective suppliers wishing to do business with council will be given a reasonable opportunity to do so. All suppliers will be treated fairly in an open and transparent manner and have access to the same information.

3. DEVELOPMENT OF COMPETITIVE LOCAL BUSINESS AND INDUSTRY

Council is committed to developing competitive and thriving local businesses and industries. Investing in the Ipswich economy will yield social and economic benefits for the community as a whole, including greater opportunities for employment, skills, education and business development. The development of competitive local business and industry will be a priority in the procurement planning stage and form part of the supplier selection and in some cases the evaluation process for procurement.

Council has developed a Buy Ipswich approach to procurement and will work with key stakeholders and local businesses and industries to support and enable them to compete effectively in the market. The Buy Ipswich approach is documented in the Procurement and contracts manual.

4. ENVIRONMENTAL PROTECTION

Council is committed to environmental protection and achieving long-term sustainability through its procurement activities. In alignment with this commitment, council integrates environmental, social and economic considerations into all procurement processes.

Council will prioritise the purchase of sustainable resources, promoting a shift towards a more sustainable and regenerative economy. This includes evaluating the potential for acquiring goods and services that minimise waste and emissions, maximise resource efficiency, and support the principles of reduce, reuse, and recycle.

Council will seek to reduce carbon emissions through the procurement of low-carbon and energy-efficient products and services. Procurement decisions will take into account the full life cycle impact of goods and services, including their environmental footprint, energy consumption, and potential for waste generation.

Council will also actively engage with suppliers who support sustainability initiatives and demonstrate a commitment to emission reduction practices. Furthermore, procurement activities will be aligned with the specific environmental targets outlined in the Sustainable Strategy which aim to mitigate the environmental impacts of council's operations.

By embedding these principles into procurement activities, council will contribute to reducing its overall environmental footprint while fostering a more sustainable and circular economy for the community.

5. ETHICAL BEHAVIOUR AND FAIR DEALING

Council's procurement activities (methods, practices and procedures) must be performed with integrity and be beyond reproach.

All council employees and councillors when purchasing goods and services will advance the interests of council and conduct themselves in ways that are, and are seen to be, impartial, fair and in an ethical manner.

All council employees and councillors must:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of commercial in confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity; and
- be able to account for all decisions and provide feedback on them.

STRATEGIC PLAN LINKS

This policy relates to each of the four themes of iFuture as listed below:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.

REGULATORY AUTHORITY

- *Local Government Act 2009*
- *Local Government Regulation 2012*

HUMAN RIGHTS COMMITMENT

Council has considered the human rights protected under the *Human Rights Act 2019* (Qld) (HRA) when adopting and/or amending this policy. When applying this policy, council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the HRA.

SCOPE

This Procurement Policy is made under section 198 of the Regulation. The Regulation and the Act are the key legislative frameworks that regulate the process of local government procurement in Queensland. Section 198 of the Regulation requires council to prepare and adopt a procurement policy encompassing the principles that apply to all purchases of goods and services by council and review this policy annually.

This policy applies to all contracting and procurement activities at council and is binding upon councillors, all council employees (regardless of their employment status, role or position – e.g. permanent, temporary, casual or part time employees, managers, supervisors, team leaders, team members or individuals), contractors, consultants, agency casuals, contingent workers and volunteers.

ROLES AND RESPONSIBILITIES

Chief Executive Officer (CEO) is responsible for organisation wide procurement outcomes.

Executive Leadership Team (ELT) is responsible for promoting consistency in procurement practice across the organisation.

Manager Procurement is responsible for creating and maintaining an appropriate procurement control framework, and for ensuring this policy, and the Procurement and Contracts Manual are appropriate, reflect better practice and facilitate a high standard of procurement performance.

General Managers are responsible for ensuring this policy is followed within their departments.

Managers and supervisors are responsible for ensuring that employees are aware of, and comply with, this policy.

Anyone approving any procurement activities must ensure compliance prior to exercising their legislative sub-delegation.

All council employees and councillors are required to be aware of and comply with this policy.

PROCUREMENT THRESHOLDS

When procuring goods and services not covered by an existing contract, council is required to follow one of the procurement sourcing processes outlined in Table 10.1, unless a relevant exception applies, as detailed in Table 10.2.

TABLE 10.1 – PROCUREMENT THRESHOLDS

THRESHOLD	PROCUREMENT SOURCING PROCESS	RESPONSIBILITY
Up to \$15,000	Do It Yourself (DIY) Procurement <i>Minimum of one written quotation (sourced from a local business in the first instance)</i>	Business Unit
Equal to or more than \$15,000 and less than \$50,000	Request for Quotation (RFQ) <i>Minimum of two written quotations (at least one of the quotes sourced from a local business in the first instance)</i>	Procurement Branch
Equal to or more than \$50,000 and less than \$500,000	Low Value Sourcing <i>Minimum of three written quotations (at least one of the quotes sourced from a local business in the first instance)</i>	Procurement Branch
Equal to or more than \$500,000 and less than \$7,000,000	Strategic Sourcing <i>Open/Closed Request for Tender/Proposal</i> <i>Expression of Interest</i>	Procurement Branch
Equal to or more than \$7,000,000, or a term of greater than 10 years.	Significant Contracting Plan <i>A Significant Contracting Plan must be made before the Contract starts. Each Significant Contracting Plan will identify the chosen procurement strategy and must be approved in accordance with Council's Contracting Plan and may only be modified by resolution of Council.</i> <i>Open/Closed Request for Tender/Proposal</i> <i>Expression of Interest</i>	Procurement Branch

PROCUREMENT EXCEPTIONS

Council has created alternative procurement sourcing processes to those in table 2.1 (of EOI, Tender and Request for Quote) by establishing the following Exceptions:

TABLE 10.2 – PROCUREMENT EXCEPTIONS

EXCEPTION	DESCRIPTION
1. Low value procurements (<\$300,000)	<p>This exemption allows the Council to extend contracts for low-value procurements (under \$300,000) without going through a tender process. The value obtained from a significant number of frequently sourced, low value procurements is limited. The aim is to prioritise resources for higher-value and strategic procurement activities.</p> <p>Conditions:</p> <ul style="list-style-type: none"> ▪ negotiations are to be undertaken as part of the contract extension process ▪ category/market analysis and benchmarking must be used to establish that value for money is still being obtained ▪ supplier performance must be to Council's customer satisfaction ▪ value improvement initiatives are in place ▪ the total contract term, inclusive of any extension periods, must not exceed 10 years ▪ the use of the exemption for any contract must not exceed \$300,000 in total.
2. Extension of contracts whilst Council is at market (or in a tender process)	<p>This exemption allows Council to extend an existing contract by up to six months where the tender to replace the contract has commenced. Switching supply for such a short period is usually not cost effective or practical. Extension may be required where the tender process or negotiations have taken longer than expected.</p>
3. Direct Engagement (no tendering process)	<ul style="list-style-type: none"> a. Sole Supply – where alternatives do not practically exist. b. Impractical or disadvantageous c. Second-hand goods – This exemption applies for purchases of second-hand goods which are inconsistent with the quotation or tender process. d. Purchased through auction – where goods are purchased through auction process.
4. Service relocation* *Power to exercise the exemption and execute the contract is subdelegated to CEO.	<p>Where alternatives do not practically exist for Public Utilities providers – e.g., Energex assets, Urban Utilities, gas, Telstra assets.</p>
5. Genuine emergency	<p>In genuine emergencies (such as recovery following floods, fire, cyber-attack etc), the necessity to act fast outweighs the additional benefit that may be driven through competitive processes. A genuine emergency is determined by the Manager, Procurement.</p>
6. Procurement from social enterprises	<p>Social procurement involves generating positive social benefits or outcomes. This exemption will be exercised for social enterprises who are assessed to deliver benefit to the Ipswich community in accordance with Section 2 (d) of the Procurement and Contracts Manual.</p>

MONITORING AND EVALUATION

The Procurement Branch will monitor and report on procurement activities and will assist and enable management and employees with better decision making through compliance reporting.

This policy will be reviewed annually in line with the *Local Government Regulation 2012* or sooner if required.

THE PROCUREMENT FRAMEWORK

The Procurement Framework is the hierarchy of documents that establishes the rules governing procurement. It includes this document, the Procurement and Contracts Manual, Annual Contracting Plan, resources (work instructions, templates, reference material, procedures), procurement systems and procurement reporting.

DEFINITIONS

Basic contract details include:

- a description of the purpose and goods or services procured
- contract or arrangement number
- date of award
- commencement and end dates
- value of the contract, standing offering arrangement or purchase
- name and address including postcode of the awarded supplier.

Council employee – means all council employees (regardless of their employment status, role or position – e.g. permanent, temporary, casual or part-time employees, managers, supervisors, team leaders, team members or individuals), contractors, consultants, agency casuals, contingent workers and volunteers.

Procurement means the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service or construction contract.

Sound Contracting Principles mean the principles as outlined in s104 of the Act.

PART 16. REVENUE POLICY

1. REVENUE POLICY

In accordance with section 104(5)(c)(iii) of the *Local Government Act 2009* and section 193 of the *Local Government Regulation 2012*, council has prepared and adopted this revenue policy as a financial policy of the local government.

2. OBJECTIVE

The objective of this revenue policy is to help ensure consistency between council's longer-term objectives, as set out in the Financial Plan, and the revenue decisions made in the 2025–2026 budget process.

3. POLICY STATEMENT

3.1 GENERAL POLICY STATEMENT

It is an intended outcome of the Financial Plan that council remains in a sound financial position at all times whilst delivering on the objectives contained within the Financial Plan. It is envisaged that the overall net wealth of the community (total equity) will continue to be enhanced throughout the planning period.

To achieve this outcome council will seek to ensure that its revenues (after concessions on rates and charges) are sufficient to cover its costs having regard to year-to-year variations in revenues.

Council has adopted a set of principles relating to the levying of rates and charges, granting concessions for rates and charges, recovering overdue rates and charges and cost-recovery methods.

Council will take account of the principles of equity, economic efficiency and simplicity in levying rates and charges and granting concessions for rates and charges.

3.2 LEVYING RATES AND CHARGES

3.2.1 Principles

In accordance with section 193(1)(a)(i) of the *Local Government Regulation 2012*, council intends to apply the principles as set out below for levying rates and charges.

In general terms, to ensure that Ipswich continues to be a great place to live and to attract business investment and employment, council intends to fund the cost of providing services from user charges, except where:

- (a) the benefits of a service or facility are available to all residents;
- (b) concessions for rates and charges are applicable to groups or individuals based on their lower capacity to pay and exceptional circumstances of groups or individuals who meet eligibility criteria;
- (c) it is not cost-effective to levy user charges;
- (d) not doing so provides net economic benefits in attracting and retaining businesses; and
- (e) in the opinion of council, such charges do not meet the objectives of the Financial Plan.

Further, from a practical perspective, in levying rates and charges, council intends to:

- (a) make the system for paying rates and charges simple and inexpensive to administer;
- (b) manage its cashflows from rates and charges by providing for quarterly payments, discounts for payment by the due date and interest on overdue amounts; and
- (c) provide an equitable payment system that provides a range of payment options for ratepayers to pay the rates and charges and arrears of any rates or charges.

3.2.2 Differential general rates

Council intends to levy differential general rates on all rateable land in the local government area. This recognises the inequity which would result if a single general rate were applied to all rateable land in the local government area by reference to the rateable value of the land alone.

For rateable land that is used for residential purposes or is used for commercial activities a higher rate may be applied than that applied to rateable land that has no capacity to produce revenue such as rateable land used for a residential purpose which is occupied by the land owner. This reflects the revenue-producing capacity of rateable land that may be rented or is used for commercial activities.

Differential general rating categories, described in the Revenue Statement, are reviewed each financial year in order to maintain a rating structure that is clear, cost effective and simple to administer.

Differential general rates will be set at levels:

- (a) to generate revenue sufficient to meet the difference between the outlays of council's business activities less any ordinary business or trading income, grants, subsidies or contributions received in respect of those programs and any internal financial accommodation arranged;
- (b) that recognise the different revenue-producing capacity of rateable land within the local government area; and
- (c) that recognise the differing level of benefits that rateable land in different rating categories receive from council's services and facilities.

3.2.3 Rateable value of land

Council has determined that the rateable value of land shall be the three-year averaged value of land and that the three-year averaged value of land will be used as the basis for calculating the differential general rates. The value of the land as determined by the Valuer-General in accordance with the *Land Valuation Act 2010*, will be used by council for calculating the three-year averaged value of the land, and the three-year averaged value will be worked out in accordance with section 76 of the *Local Government Regulation 2012*.

3.2.4 Minimum amount of general rates and special rates and charges

Council has determined that due to the cost of providing a minimum service to rateable land, an equitable contribution per rateable land is to apply in relation to the funding of council's services and facilities and that this contribution is to be made irrespective of where the rateable land is located or its valuation.

Council has also determined that rateable land in certain rating categories may have a different minimum amount of general rates to that applying to other rating categories.

Council may also elect to fix a minimum amount of special rates and charges.

3.2.5 Limitation of increase in rates or charges levied

Council intends to limit the increase in the differential general rates for certain rating categories of rateable land in the local government area to moderate the impact of rapid, uneven and significant changes in land values across the local government area.

3.2.6 Special rates and charges

Council may elect to levy special rates and charges, on a year by year basis, for rural fire brigades and other facilities or services which it considers have a special association with particular land in the local government area. The proceeds of the particular special rate and charge are directed towards the costs of the relevant initiative or facility.

3.2.7 Separate rates and charges

A separate charge for the Ipswich Enviroplan will be levied on all rateable land in the local government area, to provide for the acquisition and protection of bushland areas and for the provision of facilities for public access to those areas, on the basis that the benefit is shared equally by all parcels of rateable land, regardless of their value. The revenue raised is used to contribute to the costs of acquiring bushland and for providing and managing public access.

A separate charge for the Rural Fire Brigades Services will be levied on all rateable land in the local government area, to provide for the purchase and maintenance of specialist equipment, station improvements and brigade operating costs of the Ipswich Group Rural Fire Brigades, on the basis that the benefit is shared equally by all parcels of rateable land, regardless of their value.

A separate rate for the funding of strategic infrastructure projects will be levied on all rateable land in the local government area, to provide funding to support the delivery of strategic infrastructure projects and reduce reliance on future debt which would have otherwise been required to fund those projects. This recognises the inequity which would result if a separate charge were applied to all rateable land in the local government area.

3.2.8 Utility charges

Utility charges for waste management services are determined having regard to the following:

- (a) performance targets in the Ipswich Waste Services Annual Performance Plans;
- (b) the cost of provision of the services and infrastructure and an appropriate return on assets;
- (c) pricing oversight requirements of the Queensland Competition Authority;
- (d) operating and capital grants, subsidies or contributions received from others.

Some waste management utility charges are supplied by special agreement. The charges which have been negotiated under those agreements still have regard to the above principles.

Council's waste management utility charges are applied on a per service basis. All costs associated with providing the waste management service are recovered by levying the waste management utility charges.

3.2.9 Discount

It is council's policy to encourage the prompt payment of rates and charges by allowing a discount for the payment of certain rates or charges where payment is made in full on or before the end of the discount period stated in the rate notice being 30 days from the issue of the rate notice. The discount is only to apply to the differential general rate (excluding utility charges, separate charges, Emergency Management Levy and arrears of any rate or charge).

Council also encourages prompt payment of selected fees such as annual dog registrations by offering a discount for payment in full on or before the due date.

3.3 GRANTING CONCESSIONS FOR RATES AND CHARGES

3.3.1 Principles

In accordance with section 193(1)(a)(ii) of the *Local Government Regulation 2012*, council intends to apply the following principles for granting concessions for rates and charges:

- (a) where an applicable council policy in relation to the granting of the concession is in place, council will grant concessions where there is a need to resolve anomalies in order to ensure equitable treatment for groups and individuals in similar circumstances;
- (b) regard is to be had to the limited financial capacity to pay and exceptional circumstances of groups or individuals who meet eligibility criteria in any applicable council policy;
- (c) that the requirements for granting concessions be clear and transparent in order to ensure the equitable treatment of all beneficiaries.

3.3.2 Purpose for the concessions

The purpose for the concession for rates and charges to be granted by council are stated in the following table.

COLUMN 1 CONCESSION FOR RATES AND CHARGES	COLUMN 2 PURPOSE FOR THE CONCESSION
Concession to an eligible pensioner who owns and occupies rateable land.	Acknowledge that pensioners have limited financial capacity.
Concession to an eligible entity whose objects do not include making a profit which owns rateable land.	Support activities that do not make a profit.
Concession to an eligible entity that provides assistance or encouragement for arts or cultural development which owns rateable land.	Support activities that assist and encourage arts and cultural development.
Concession to an eligible landowner who is an individual and who is subject to financial hardship from the payment of rates and charges.	Support individuals where the payment of rates and charges will or has affected the wellbeing of the individuals in such a way as to constitute an unreasonable outcome based on present community standards.
Concession to an eligible landowner whose land is subject to a mining lease requiring the carrying out of improvement restoration for the mining lease.	Support the carrying out of improvement restoration for the mining lease which is exceptional and necessitated by the characteristics of the land.

3.4 RECOVERING OVERDUE RATES AND CHARGES

3.4.1 Principles

In accordance with section 193(1)(a)(iii) of the *Local Government Regulation 2012*, council intends to apply these principles set out below for recovering overdue rates and charges.

In general terms council exercises its rate recovery powers in order to reduce the overall rate burden on ratepayers.

Council specifically intends to apply the following principles for recovering overdue rates and charges:

- (a) transparency by making clear the obligations of ratepayers and the processes used by council in assisting them to meet their financial obligations;
- (b) making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective;
- (c) equity by having regard to capacity to pay in determining appropriate arrangements for different sectors of the community and providing the same treatment for ratepayers with similar circumstances;
- (d) flexibility to respond to community expectations by providing assistance to encourage or discourage certain behaviours.

3.4.2 Interest

Council also intends to charge interest on overdue rates and charges from the day on which they become overdue and at the rate as may be determined under section 133(1)(a) of the *Local Government Regulation 2012* compounded on daily rests. However, if the overdue rates and charges are paid within 21 days from their due date, no interest shall be charged.

3.5 COST-RECOVERY METHODS

3.5.1 Principles

In accordance with section 193(1)(a)(iv) of the *Local Government Regulation 2012*, council intends to apply the following principles for cost-recovery methods:

- (a) fees and charges are set to recover the costs of council in providing services and taking actions associated with regulatory compliance;
- (b) the process for recovering council's costs is to be clear, simple to administer and cost effective.

3.5.2 Cost-recovery fees

Council has fixed cost-recovery fees for relevant services under section 97 of the *Local Government Act 2009*. All cost-recovery fees set by council are included in the Register of Cost Recovery Fees which is open for inspection at council's public office.

3.6 FUNDING OF PHYSICAL AND SOCIAL INFRASTRUCTURE COSTS FOR NEW DEVELOPMENT

In accordance with section 193(1)(c) of the *Local Government Regulation 2012*, council intends to fund the provision of local government trunk infrastructure networks for new development by the adoption and levying of infrastructure charges on new development in accordance with the *Planning Act 2016*.

The infrastructure charges for providing local government trunk infrastructure networks are detailed in resolutions made by council under the *Planning Act 2016* having regard to council's planning scheme including its priority infrastructure plan.

Council also intends for new development to meet council's additional costs of bringing forward development infrastructure and other physical and social infrastructure costs for a new development which is of sufficient magnitude to accelerate the growth rate of a specific area so that the availability of facilities is not adversely affected and existing ratepayers are not burdened with the cost of providing the additional infrastructure.

3.7 OTHER REVENUE

3.7.1 Commercial fees

Council charges commercial fees for other services provided by council.

Council intends to set the commercial fees having regard to the following:

- (a) the user pays principle;
- (b) the estimated cost of provision of services or access to council's facilities;
- (c) a fair return for the use of the council's infrastructure;
- (d) the fees charged by any alternative providers;
- (e) the performance targets set for council's business activities;
- (f) the need to encourage or discourage particular behaviours.

3.7.2 Other revenue

Council intends to pursue and collect other revenue, such as investment interest income, sale or disposal of assets, grants and subsidies, sale of council's provision of goods or services and dividends from investments on the basis of council taking advantage of opportunities to maximise the efficient use of resources and activities under its control.

4. ROLES AND RESPONSIBILITIES

The General Manager in each department, together with the Finance Branch of the Corporate Services Department, are responsible for ensuring compliance with this policy.

GLOSSARY

TERM	DEFINITION
Advocacy	The process of influencing those who hold governmental, political, or economic authority, including influencing those who implement public policies, resources, and projects to the benefit of any specific affected or interest population within the City of Ipswich and adjacent councils.
Annual Plan	A yearly view of how council is committing its resources in achieving the vision of the Local Government Area and moving towards corporate objective. It consolidates the legislatively required elements of the Operational Plan, and Budget, together with the Annual Capital Works Program into one document.
Annual Report	A detailed account of the progress made (during a particular fiscal year) towards outcomes pertaining to a council plan.
Assets	There are two types of assets portable and fixed; these are owned, maintained and/or controlled by council enabling a service to be provided to our community. The main portable asset classes include computers, IT equipment, stationery, safety and emergency equipment. The main fixed asset classes include Roads and Transportation, Parks and Recreation, Drainage and Flood Mitigation, Buildings and Facilities, Fleet Management and Waste and Resource Management.
Budget	Identifies planned expenditure and revenue for a financial year and is approved by the Mayor and Councillors. The annual budget is included in the Annual Plan and each business area is responsible for managing their spending in accordance with the commitments made in their plans.
Capital Works Program	An annual and three-year program of activities, in the Annual Plan, 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 delivery of buildings, roads and bridges, structures, parks, and natural areas.
Commercial Business Unit	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.
Corporate Plan	A working document outlining council's five-year priority objectives. It should outline performance measures and targets for monitoring progress in achieving the outcomes of the strategic priorities.
Ipswich City Plan 2025	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 <i>Planning Act 2016</i> .
Ipswich Planning Scheme	Ipswich Planning Scheme or Planning Scheme refers to the Ipswich City Plan 2025.
Long-Term Financial Forecast (LTFF)	A 10 year estimation of revenue, expenses and capital expenditure. 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.
Operational Plan	A section of the Annual Plan which sets projects and actions that will be undertaken in a fiscal year period.
Policy	Council's strategic position/viewpoint which assists decision-making on matters that often impact on and are of concern to, the community. Statutory policies are a requirement of legislation and ensure compliance with statutory obligations.
Project	A temporary endeavour for a team that is undertaken to create a unique product, service, or result. Projects are a defined workload that have a clear start and finish, are non-repetitive and provide unique deliverables. Once completed a project's outcomes or objectives may become a part or have an impact on council's Core Services.
Strategy	A corporate document that sets out council's strategic approach and explains the rationale and underlying thinking for decision making. A strategy captures the following elements for council: where we are, where we are going, how we will get there, how we will know when we get there and if there are any hard deadlines along the way. Strategy and Implementation Programmes are how council will achieve goals and objectives and assist in the decision-making process for the allocation of resources to succeed. A strategy is unfunded and considered an informing document for the development of the corporate plan.





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