

City of Ipswich **Operational Plan**

2020/2021 | Quarter 1 Report



Quarterly reporting captures the progress and achievements in relation to the key deliverables from the 2020-2021 Operational Plan. It provides an overview of council's progress towards achieving the city's vision and city-wide outcomes for the community

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

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

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



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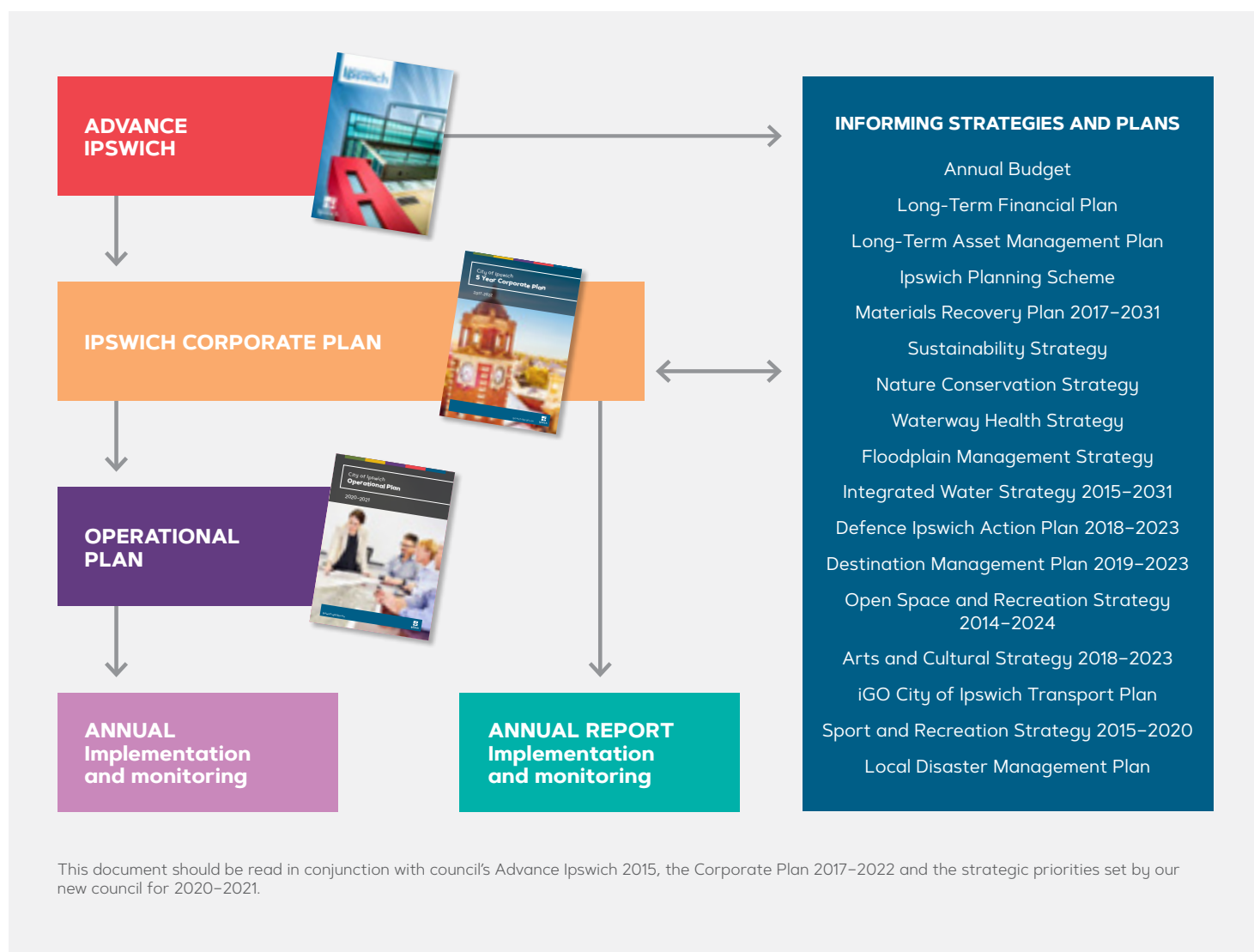


CORPORATE PLANNING

The Operational Plan 2020–2021 has been created within the existing framework of Advance Ipswich and the Corporate Plan 2017–2022, both of which are documents adopted by the previous council and not aligned to our new elected representatives. Our new council has developed their strategic priorities for 2020–2021 and these are detailed in this document.

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

The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success.



OUR NEW COUNCIL'S STRATEGIC PRIORITIES 2020–2021

Council's focus is on the five interconnected strategic priorities listed below. You will see these strategic priorities referred to throughout the Operational Plan.

OUR STRATEGIC PRIORITY	HOW WILL WE DO THIS
<p>Our council is recognised as a leader in good governance and accountability.</p> <p>We are a modern, financially sustainable local government that is transparent, open and responsive to the needs of our residents.</p>	<ul style="list-style-type: none"> ▪ We make financially responsible decisions and we are transparent and ethical in all aspects of governance. ▪ We ensure council is managed efficiently and effectively and we openly report on our operational and financial performance. ▪ We take a community centric approach to service delivery and strategic planning, ensuring all interests of our community are represented. ▪ We inspire our workforce, support our employees and encourage diversity and accessibility of employment opportunities across council. ▪ We will work with State and Federal Government to advocate for community needs.
<p>Our natural environment is preserved and protected.</p> <p>We are a sustainable city that values our natural assets and has a thriving and healthy built and natural environment.</p>	<ul style="list-style-type: none"> ▪ We advocate for the protection of our natural resources and communities against pollution and waste. ▪ We empower our community to preserve our built and natural environment. ▪ We shape policies that enhance sustainability. ▪ We improve the health of our waterways and air quality. ▪ We demonstrate leadership in organisational sustainability.
<p>Our community has access to jobs and economic opportunities now and in the future.</p> <p>We are a city of thriving economic centres that enables prosperity for our residents who can live, work, invest and do business within the city.</p>	<ul style="list-style-type: none"> ▪ We support existing businesses and industry to be more productive by leveraging new opportunities and growing direct and indirect jobs. ▪ We are committed to supporting local business and stimulating the economy through council's own policies, projects and local procurement. ▪ We attract investment in our city that stimulates economic growth, creates new jobs and reduces unemployment levels. ▪ We build relationships with stakeholders and investors to connect residents, businesses and industry with new opportunities in Ipswich. ▪ We engage and support young people to enable them to thrive in our city and we promote equity in the workforce.
<p>Our community is cohesive, vibrant and resilient.</p> <p>We are a community of well-designed and serviced centres and neighbourhoods, well prepared to meet the challenges of today and the opportunities of tomorrow.</p>	<ul style="list-style-type: none"> ▪ We ensure our city is well connected and serviced by crucial transport and infrastructure links. ▪ We promote healthy living and ensure that affordable housing is accessible for all who live, work and play in it. ▪ We balance the needs of development and lifestyle and provide cultural and creative resources to enrich the lives of residents and visitors. ▪ We ensure residents and community groups have access to services and support that assists with adaptation post COVID-19.
<p>Our thriving city centre benefits communities across the city.</p> <p>We will deliver a thriving city centre that connects all business areas within the central business district to create a retail, government and hospitality destination hub for residents, business and visitors.</p>	<ul style="list-style-type: none"> ▪ We take a precinct approach to development and ensure a tenancy mix attracts residents, visitors and businesses and enables inclusivity. ▪ We strive to improve transport links and public transport accessibility and active transport to the city heart. ▪ We encourage entrepreneurialism through our planning and regulations to ensure our city is open for business.

CORE BUSINESS FUNCTIONS

Core business functions are those activities which are undertaken to meet the community's needs. These items are reflected in council's Services Catalogue.

Core business functions are what we do best to keep our city thriving and to meet our community's need. It is all the activities undertaken by all employees, whether it's the maintenance of roads, collection of waste, operations of city libraries, assessing development applications, engaging with our stakeholders, or any of our support services. It is what we do to ensure Ipswich remains liveable for its residents and attractive to its

visitors. These activities may happen daily, weekly, or monthly, but they remain pivotal to our city's success.






It is important that the core business functions reflect our strategic direction and are anchored by an informing document to drive what we do and why we do it. Council's Services Catalogue lists all core business which can include services legislated to council, for example licensing food businesses, or those non-legislated or discretionary services such as providing free immunisation clinics for high school children.

SERVICE CATEGORIES	
Animal Management Services	Governance
Arts Services	ICT Services, Strategy and Project Delivery
City Maintenance – Aquatic	Infrastructure Strategy and Planning
City Maintenance – Facilities	Library Services
City Maintenance – Open Space	Local Business and Industry Development
City Maintenance – Roads and Drainage	Local Law
City Maintenance – Technical Support	Media and Communication
City Maintenance – Urban Forest and Natural Area	Natural Environment and Land Management
Community Development and Research	People and Culture
Community Engagement	Planning and Development
Community Health and Education	Procurement
Community Safety	Property and Facilities
Construction City Assets	Recreation and Sports
Customer Services	Regulatory Compliance Services
Economic Development	Resource Recovery
Elected Council	Strategic and Corporate Planning
Events	Sustainability and Emergency Management
Financial Services	Tourism
Fleet	Workplace Health and Safety

ACHIEVEMENTS AND KEY ACTIONS 2020-2021

The key actions presented are undertaken alongside an annual capital program and core business functions. There are some key capital projects and core business functions listed here given their strategic nature.

There are some strategies listed that will say 'No key actions identified for delivery 2020-2021'. This does not mean explicitly that there is no activity occurring in this space but rather there are no key actions highlighted for the year that align to Corporate Plan outcomes or strategic priorities for 2020-2021.

STATUS			No.	%
NOT YET COMMENCED		This deliverable has not yet begun, but is scheduled to begin later in the year and be completed within the FY.	2	2.7%
AT RISK		This deliverable is at risk of not achieving its targeted outcome.	12	16.2%
ON TARGET		This deliverable is progressing as scheduled.	53	71.6%
NOT PROCEEDING		This deliverable is not progressing as scheduled and funding has been reallocated.	2	2.7%
COMPLETE		This deliverable has been completed and has achieved the targeted outcome.	5	6.8%
TOTAL			74	100%

THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)



GOAL 1

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

INITIATIVES AND ACHIEVEMENTS

The Ipswich Central Redevelopment

The aim of the Ipswich Central Business District (CBD) project is to redevelop the precinct into a vibrant mixed use development which will ultimately incorporate civic functions, retail, commercial, entertainment and public spaces. The CBD redevelopment is a catalytic project for the Ipswich Regional Centre Strategy. The successful delivery of the project will not only drive significant economic benefit to the Ipswich region, create jobs and encourage additional commercial investment, it will also over time deliver a net positive financial return for council - reducing existing liabilities on its balance sheet and overcoming sunk costs incurred across several years due to previously delayed CBD redevelopment plans.

The Ipswich CBD was and remains underutilised and in its current state does not positively contribute to the local economy or community. The previous delays in the delivery of the project has seen a continual decline of the CBD, significantly impacting commercial activity and community perception of the precinct. The project's successful progression is critical for council to regain the local community's trust and re-build positive sentiment which has been eroded by political events in recent years.

The project can be broken into two parts: the civic project and the retail project. The civic project contains five separable portions of civil works in the now named Nicholas Street Precinct being delivered by Hutchinson Builders under a contract: the council administration building, the Ipswich Central library, Tulumur Place (the civic space), the car park upgrade and works to the existing lift in the EATS building.

Works are well advanced on the council administration building with the anticipated earliest occupation being June 2021. Practical completion has been achieved for

both the library, Tulumur Place and the car park. It is currently planned that both Tulumur Place and the Ipswich Central Library will open in late November 2020. Works have commenced to replace the existing lift in the EATS building. Preliminary works commenced in September 2020 on the reconstruction of the Commonwealth Hotel with practical completion for the reconstruction anticipated to occur in early March 2021.

The leasing program associated with the retail project has faced significant challenges including but not limited to COVID-19 impacts, the pace of the retail market rebound, the securing of the key anchor and other tenants and the attractiveness of the offer from the lessor (council) in the current market conditions. The delivery timeline for the retail redevelopment (excluding Metro A) remains dependent on the execution of the Agreement for Lease with the key anchor tenant. As a result of delays, construction works will be continuing on the retail assets after the opening of the civic space and library and council's occupation of the new administration building. In Q2 council will consider options for the potential acceleration of works to allow for some retail businesses to open earlier.



Small Business Friendly Council Charter Signed

Ipswich City Council was the first council to achieve the Queensland Government Small Business Friendly Council status which was formalised by the signing of a Charter with the Queensland Small Business Commissioner.

This initiative, a collaboration between council, the Queensland Small Business Commissioner and the region's chambers of commerce, aims to reduce red tape for small businesses when dealing with council, promote and strengthen local small businesses and by doing so, empower small businesses to grow and create more jobs.

The local business and investment team have worked closely with the Queensland Small Business Commissioner, Mayor and Councillors since May to create the initiative, shape the charter and position

Ipswich City Council as leading the way when it comes to supporting small businesses.

Now the Charter is signed, the local business and investment team will continue to work with all council departments to make it easier for small businesses to do business with council, and continue delivering programs that empower growth.



DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city					
KEY ACTION: Promote a major investment pathway within council that supports investment attraction in key sectors. (9.2/1.1)		OUTCOME: Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.			
Development of Industrial Land Strategy.	Development and delivery of the Industrial Land Plan to identify and position Ipswich's comparative market advantage. The Major Projects and Advocacy Team are liaising with City Design Team on a coordinated project.	🔄			
Deliver Small Business Program.	Extensive work has been done by the local business and investment team to establish council as the state's first small business friendly council, with Mayor, Councillor Jonic, Presidents of Ipswich and Springfield Chambers of Commerce and Small Business Commissioner signing a charter to make Ipswich Queensland's first Small Business Friendly Council. The Small Business Concierge service has been established to help small businesses access the resources and grants they need and connect with other local businesses.	🔄			
Deliver Business Support Fund.	Round one of the COVID-19 Small Business Fund closed on 17 August and 78 successful applicants received a total of \$68,268. Round two was approved by council in September and opened on 1 October 2020.	🔄			
Implement the new Buy Ipswich approach providing enhanced support and opportunities to develop local business and industry.	Changes to the Procurement Policy to include a new Buy Ipswich approach were implemented on 1 July 2020. All procurements undertaken by ICC should now include outcomes from this policy change.	✅			

KEY: NOT YET COMMENCED (X) AT RISK (!) ON TARGET (🔄) NOT PROCEEDING (🚫) COMPLETE (✅)






DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 2: Provide a full spectrum of life-long learning opportunities, from early learning through schooling to vocational training and tertiary education that aligns skills and education with emerging employment opportunities.					
KEY ACTION: Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)		OUTCOME: Increased participation in learning opportunities across targeted community groups.			
Finalise the Regional Skills Investment program with the Department of Employment, Small Business and Training.	RSIS program will be completed early October 2020.				
STRATEGY 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre.					
KEY ACTION: Maintain a strong council presence within the Ipswich CBD as the main administrative centre for the Local Government Area. (9.2/3.1)		OUTCOME: Planned relocation of complete council Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19.			
Delivery of the Ipswich Central Redevelopment program for 2020-2021: Opening of new Ipswich Central library, civic space, and carpark.	<p>In August 2020 practical completion for both the library and car park were achieved by Hutchinson Builders. Fit-out of the library is currently underway which includes installation of furniture, fixtures, equipment and information technology.</p> <p>A number of approved variations to the car park are still to be finalised including installation of parking infrastructure and replacement of two air extraction fans. Following a lighting audit, approval has been given to replace lighting on levels B3 to B6 of the car park, with this work scheduled to be completed in Q2.</p> <p>Practical completion was also achieved for Tulumur Place in August 2020. Tulumur Place remains closed to the public due to the EATS streetscape improvement works which are currently underway. It is currently planned that both Tulumur Place and the Ipswich Central Library will open in late November 2020.</p>				
Relocation of existing South Street library operations to new building and establishing children's library in South Street (until new children's library is opened in 2021-2022).	Planning is underway for the both the new Ipswich Central Library and the Interim Children's Library. Current plans are on track with the new Ipswich Central Library due to open on Monday 7 December 2020 and the Interim Children's Library due to open Monday 23 November 2020.				
ICT deliverables for new library and interim children's library.	<p>Ipswich Central Library – Fit-out works commenced and near completion.</p> <p>CBD Admin Building and interim Children's Library – Construction complete with services rough-in commenced.</p>				
Construction of new council administration building.	<p>The 'Topping out' ceremony (achievement of structural works/ height) for the administration building was held on Friday 31 July 2020.</p> <p>Works to the interior and exterior of the administration building continued during the quarter with a significant percentage of the building external façade now in place. The anticipated earliest timing of the building's availability for occupancy remains June 2021, however this date will become clearer as works continue.</p>				

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
Delivery of retail development.	<p>Establishment of the Retail Sub-project Steering Committee (RSPSC) to support the Ipswich Central Redevelopment Committee (ICRC) in delivering the CBD project. The RSPSC oversees the planning, development, delivery and operations of the Nicholas Street Precinct's retail and commercial assets as well as retail leasing status.</p> <p>As at 30 September 2020, eight non-legally binding Heads of Agreement (HOA's) had been endorsed. Of the eight endorsed HOA's, legal documentation has been provided to three prospective tenants, legal documentation has been prepared and will soon be released to three other parties and documentation is currently under preparation for the remaining two parties. Whilst no further HOA's were endorsed in September, discussions have continued with prospective tenants.</p> <p>Negotiations with the key anchor tenant have continued with consensus yet to be achieved on the outstanding issues. The expectation remains that the Agreement for Lease (AFL) and associated documentation will be finalised and executed in Q2. Execution of the AFL is the trigger for commencement of the Hutchinson Builders' contract variation to deliver the retail refurbishment.</p> <p>The delay in commencing the retail works means construction works on the retail assets will not be completed until after the opening of the civic space and library and council's occupation of the new Administration Building. In Q2 council will consider options for the acceleration of further work to the EATS and Metro B buildings.</p> <p>Works to improve pedestrian outcomes between Nicholas Street and the Ipswich Central Library/Tulmur Place progressed significantly during the quarter. Major improvements have also progressed on the façade of the EATS building and its new awning. Works also commenced to widen/improve Bottle Alley where it meets Nicholas Street. The above works including the streetscape improvements are scheduled to be completed prior to the opening of Tulmur Place and Ipswich Central Library.</p> <p>The September 2020 quarterly report to the Minister for Local Government, Racing and Multicultural Affairs (required as part of the granting of the leasing Ministerial Exemption) was submitted to the Department on 29 September 2020.</p> <p>Following significant community feedback through the Name Your Places and Spaces campaign, at its September 2020 meeting, council formally adopted the following names within the redevelopment:</p> <ul style="list-style-type: none"> ▪ Nicholas Street Precinct – overall precinct bounded by Brisbane, Ellenborough, Bremer and Bell Streets ▪ Tulmur Place – newly created civic plaza ▪ Ipswich Central Library – new adult library adjacent to the civic plaza ▪ Bottle Alley – laneway/walkway linking Nicholas and Ellenborough Streets. 	⚠			



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
KEY ACTION: Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living. (9.2/3.3)					
OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.					
Feasibility and Business Case developed for update to Civic Centre.	<p>Currently experiencing delays in delivery of the final concept proposals from service provider. Discussions have been held outlining concerns to date. Have registered Monday 23 October as deadline for final presentation of commissioned works.</p> <p>Architectural firm appointed to provide the following:</p> <ul style="list-style-type: none"> context plan identifying existing building form and incorporation of a cultural precinct concepts and costings for upgraded facility table of Gross Floor Area (GFA)/element outcomes cost estimates. <p>It is recognised that the Feasibility and Business Case won't be completed by the originally forecast December 2020 – it will more likely be Q4.</p>	!			
STRATEGY 4: Strengthen the local digital economy.					
KEY ACTION: Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.4/4.1)					
OUTCOME: Prioritisation and broad integration of the Ipswich Smart City Program.					
Implementation, evaluation and review of Fire Station 101 operations and programming.	Informal work has commenced to consider the role of FireStation 101 in the local economy in a post-COVID-19 environment. A formal review will build on this work in Q2-4.	🔄			
STRATEGY 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries.					
KEY ACTION: Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)					
OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.					
Implementation, evaluation and review of the Defence Ipswich Action Plan.	Implementation of the Defence Ipswich Action Plan continues to position Ipswich as a defence-friendly city, nurturing defence and advanced manufacturing supply chain opportunities and encouraging public and private investment. In response to COVID-19 a series of industry engagement webinars have been hosted which have been very well received and attended.	🔄			

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 6: Diversify the local economy.					
KEY ACTION: Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)		OUTCOME: Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.			
Development and implementation of a business development program to assist tourism operators with change to market conditions (trade ready).	<p>Council fulfils its commitment to the local tourism economy through the delivery of 37 Priority Actions under the City of Ipswich Destination Management Plan 2019-2023. Actions 27-30 are put in place as an always-on, targeted, multi-channel marketing plan to drive awareness, engagement and conversion for the industry. In Q1 this included;</p> <ul style="list-style-type: none"> ▪ Australia Society of Travel Writers famill ▪ Myer Centre Digital Billboard campaign ▪ Channel 7 Weekended Series (15 episodes from August 2020 – July 2021) ▪ Discover Ipswich feature stories ▪ Ipswich in 'quarterly mini guide' (September) ▪ Cunningham Highway Billboard ▪ East Street Billboard ▪ Queensland Outdoor and Adventure Expo (late July) ▪ ATDW Event and Operator Listings (new and updated) ▪ Updated photo shoot ▪ Film Ipswich – mapping film-making locations in the city ▪ ITON networking sessions ▪ Brochure distribution. <p>Seasonal Campaigns:</p> <ul style="list-style-type: none"> ▪ Winter School Holidays ▪ Ekka Holiday Alternatives ▪ Fathers' Day. 				
Stage 2: Program launch - 'Soft infrastructure' grant program to support ITON operators participating in the attracting Group travel (domestic and international) to the city.	<p>Tourism and hospitality have been recognised as one of the industries hardest hit by COVID-19. Given the limitations around marketing to interstate and international visitors, council has stepped up its business development and domestic destination marketing to support these businesses. A change in focus is being recommended from the initial plan to support a 'soft infrastructure' grant program, to transfer the funding to an Ipswich Exceptional Experiences Program. This is cooperative funding initiative designed to stimulate Ipswich Tourism experiences and infrastructure development. A paper and recommendation has been developed and will be presented to the October Council Meeting.</p> <p>It is recommended that this deliverable be amended for future quarterly reporting to be - Delivery of the Ipswich Exceptional Experiences Program.</p>				
KEY ACTION: Support transport, logistics, and manufacturing industries, particularly where local SEQ western corridor products and agriculture are used. (9.2/6.5)		OUTCOME: Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.			
Delivery of Advocacy Plan for the Willowbank Ebenezer Intermodal (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	This project is pending the outcomes of the Willowbank Intermodal Social and Economic Assessment and will commence Q3.				

THEME 2 MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE



GOAL 2

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

INITIATIVES AND ACHIEVEMENTS



iGO Road Safety Action Plan

The iGO Road Safety Action Plan (RSAP) was adopted by council in July 2020, and is the first formal road safety strategy for council. The RSAP details how council will work with road authorities and the community to reduce road trauma by working to achieve a number of targets.

The RSAP targets a continuous annual reduction in fatal and serious crashes, with 11 specific targets to address key opportunities for improvement. These targets are addressed by focusing on 5 areas of influence, through which 45 actions have been identified for council and its stakeholders to implement acknowledging the strengths, capabilities, responsibilities and resources of each organisation.

Forest Wind Farm Development Bill 2020

Legal Services worked together with Planning and Regulatory Services Department to respond to the invitation from the State Development, Tourism, Innovation and Manufacturing Committee to address aspects of the *Forest Wind Farm Development Bill 2020* (the Bill). One of the objectives of the Bill was to amend the *Planning Act 2016* to 'ensure the correct administration of the Springfield Structure Plan', a development control plan within the Ipswich Planning Scheme, following decisions in the Planning and Environment Court and the Court of Appeal. The Bill also updates dispute and difference resolution procedures outlined in the Springfield Structure Plan, in relation to decisions made by Ipswich City Council. These submissions prepared by council resulted in amendments to the Bill and were therefore incorporated in the *Planning Act 2016*.



Connected and Automated Vehicle Initiative

The Connected and Automated Vehicle Initiative (CAVI) was launched in August 2020. Although this project is being delivered by the Queensland Department of Transport and Main Roads (TMR), council is a key partner in the program whereby connected vehicles 'talk' to infrastructure and share information and safety alerts on road conditions and traffic. This is Australia's largest on-road trial of connected vehicle technology. The initiative aligns with council's iGO Intelligent Transport Strategy and demonstrates innovation in our region.





DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 1: Develop a compact, sustainable, mixed use urban form that supports community and economic development.					
KEY ACTION: Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes. (9.3/1.1)	OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.				
Preliminary drafting of new Planning Scheme and Local Government Infrastructure Plan.	Preliminary drafting of new planning scheme is underway and continuing. LGIP – need for business case identified.	!			
KEY ACTION: Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	OUTCOME: Social housing strategy that aligns to projected community needs. Increasing social diversity within defined geographic regions.				
Develop an Affordable Living policy.	Initial research and information gathering has commenced to help inform a discussion paper that will be distributed in 2021 for internal and community consultation. Due to resourcing and other community consultation impacts the completion of a developed policy is anticipated to occur within the first two quarters of 2021-2022. The Living in Ipswich project is an interdependency for this project and will assist in determining liveability indicators and measures for the policy once developed.	!			



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
KEY ACTION: Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes. (9.3/1.4)					
OUTCOME: Delivery of council owned social infrastructure aligned to the Social Infrastructure Plan.					
Develop new 20 year Social Infrastructure Plan.	Social Planning Officer is now a function of City Design Branch. Rescoping of SIP project being undertaken. Further consideration to occur by ELT with regard to council's Social Infrastructure Planning and Delivery Framework.	!			
STRATEGY 2: Provide adequate land and infrastructure to support community development and economic activity.					
KEY ACTION: Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. (9.3/2.2)					
OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.					
Delivery of the Infrastructure and Environment Capital Works Program for 2020-2021. This includes road maintenance and rehabilitation, and maintenance of 413 parks, 219 reserves and 40 sports fields.	<p>The delivery of the City Maintenance operational objectives are on target with all areas meeting KPI's and service standards.</p> <p>The City Maintenance operational budget is slightly under YTD forecast (\$13.4M Actual vs \$14M forecast, 96% YTD). Drier than forecast weather has delayed the commencement of grass cutting the city. Savings now are anticipated to be expended when Spring/Summer rains commence.</p> <p>The City Maintenance section has responded to the challenges of COVID-19 with a number of strategies:</p> <ul style="list-style-type: none"> option to work from home for office based staff (where appropriate) reduced numbers of field staff travelling in vehicles to enable social distancing starting locations for field staff changed where possible to reduce traveling in shared vehicles proactive provision of hand sanitiser and masks for all staff. <p>Preparations being completed in anticipation of above average rainfall during Spring/Summer in line with advice from the Bureau of Meteorology who have advised that Australia is in a La-Nina weather event.</p> <p>Capital Works Program is slightly behind budget forecasts. Delays due to procurement timelines, design completions and late approval of external project funding (COVID-19 stimulus) have contributed across Q1.</p>	🔄			
Deliver an Advocacy Plan for Norman St. Bridge (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	Advocacy Plan complete. Extended and currently superseded by the 2020 State Election Advocacy Plan.	✓			
Represent the community and council interests on the Project Steering Committee for the Brisbane Lions Centre and Training Facility.	The General Manager is a member of the project control group for the Lions reserve project. Council has completed the fit for purpose works on the land in preparation for the Lions to commence the construction phase of the project. The Lions are now in the process of finalising the design and budget for the facility and are close to appointing a principle contractor. The project remains on track for a premier sports facility to be delivered.	🔄			
Deliver an Advocacy and Engagement Plan focused on economic and workforce priorities.	Economic, workforce and infrastructure priorities have been identified and socialised with Mayor, Councillors and Ipswich Leaders Alliance. 2020 State Election Advocacy Plan developed. Advocacy work will continue in subsequent quarters.	🔄			
Deliver an Advocacy Plan for the North Ipswich Stadium (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	Advocacy plan prepared to be finalised in subsequent quarters. Advocacy objectives captured in 2020 State Election advocacy plan.	🔄			

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.					
KEY ACTION: Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable. (9.3/3.1)		OUTCOME: Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.			
Implementation program for iGO in 20/21.	The Green Workplace Travel Plan has commenced in this quarter and is on track. The other implementation plans have not yet commenced and will do so in subsequent quarters.				
Deliver an Advocacy Plan for the Ipswich to Springfield Public Transport Corridor (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	This project has been completed and resulted in a \$1M commitment from the Labor State Government to contribute to the next stage of the project.				
STRATEGY 4: The city's heritage is conserved.					
No key actions identified for delivery 2020-2021.					
STRATEGY 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.					
No key actions identified for delivery 2020-2021.					

THEME 3

CARING FOR OUR COMMUNITY



GOAL 3

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

INITIATIVES AND ACHIEVEMENTS

Council's response and move to recovery for COVID-19

The COVID-19 Recovery Program of work continues to be developed and delivered by functions across council. The Human Social and Economic Recovery working group monitors and evaluates COVID-19 impacts across Ipswich and makes recommendations for council and partner action. Monthly COVID-19 Social and Economic Monitoring Reports were delivered for July, August and September.

The Strengthening Communities Engagement Report was completed during the quarter with over 400 surveys across the four divisions of Ipswich informing council of community issues, barriers and opportunities related to COVID-19 recovery. A new COVID-19 Recovery Action Plan is being developed to be presented to council in Q2.

Round one of the COVID-19 Support Funding Programs (Small Business, Operational and Repair and Replacement) were administered – approximately \$250,000 was distributed to 120 recipients. Round two of the COVID-19 Support Funding Programs was prepared and presented to council for endorsement.



Council Environmental Health - Novel Coronavirus (COVID-19) Response

After Queensland declared a Public Health Emergency late in January, West Moreton Public Health Unit reached out to Ipswich City Council for assistance. Since that time council has provided Environmental Health Officers (EHOs) to assist with the State's novel coronavirus (COVID-19) response.

Council EHOs have undertaken a range of tasks outside of their normal scope of duties and have performed

their duties to a high level often under highly stressful and demanding timeframes. Council officers worked with businesses, stakeholders and the community to inform, educate and enforcement the requirements of the Chief Health Officer public health directions including contact tracing activities. Through working with West Moreton Public Health Unit, significant steps were taken to ensure safeguards were put in place to protect the community as a whole.



Community Funding – Q1

In the 2020-2021 financial year council has allocated a total \$1,542,500 to support the Ipswich community through a number of Funding and Support Programs, including COVID-19 Recovery Funding.

By the end of the first quarter council had disbursed approximately \$450,000 to approximately 150 Ipswich community groups, sporting organisations and small businesses. Funding has been delivered through:

- Major and Minor Funding Programs
- Quick Response Funding Program
- Environment and Sustainability Funding Program
- Regional Arts Development Fund
- Councillor Discretionary Funds

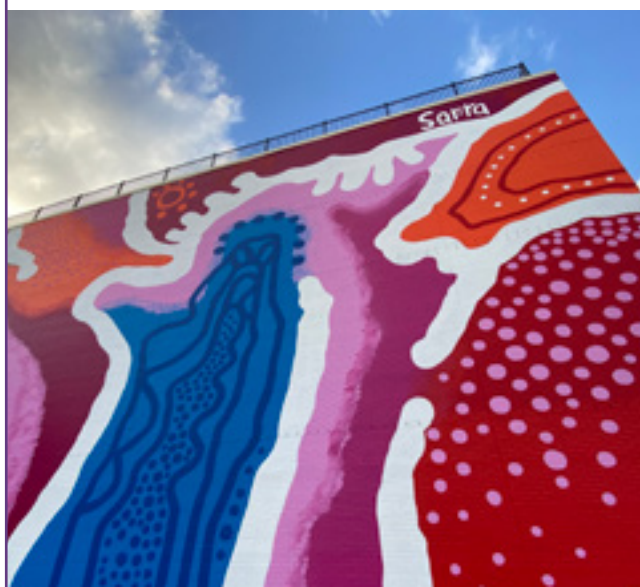
And the following COVID-19 support funds:

- COVID-19 Ipswich Community Operational Support Fund
- COVID-19 Ipswich Community Repair and Replacement Fund
- COVID-19 Small Business Funding Program

Brisbane Street Art Festival (BSAF)

In July 2020, the Brisbane Street Art Festival was staged for the first time in Ipswich, producing a series of artworks by local and interstate artists that engage with the local area and introduce large scale public art to the city. The festival added seven new murals to the city's current portfolio and included artist workshops and the 'swich up' live-stream event. Ipswich now has a substantial Ipswich Central Street Art Trail across 13 locations. The street art trail (including a downloadable map and artist profiles) can be found at Ipswich Central Street Art Trail.

<https://www.ipswichfestivals.com.au/streetarttrail/>





Ipswich Civic Centre Program

The COVID-19 Pandemic continued to have significant impact on the programming schedule for the Ipswich Civic Centre, resulting in a total of 13 curated performances (essentially interstate or international) being cancelled for the quarter. While this was disappointing, it did result in Ipswich Civic Centre needing to think outside the square in order to deliver a performing arts program for the community.

The result was a series of online and streamed presentations via Studio 188 that focused on local talent (18 of the 20 were local residents). A more formalised season of 6 performances titled 'Take 2 Series' in association with Stage Queensland were delivered along with an additional 5 state based productions, finishing with a COVID-19 full house for Dami Im.

There remains a level of hesitancy among a number of promoters, tour operators and performers to mount and tour productions, and this is forecast to remain the case through to at least June 2021. Ipswich Civic Centre will however continue to work with local artists and community productions to maintain a culturally diverse and entertaining program of live performances, while also looking further afield into next year and the return of mainstream touring.

Library Operations in Response to COVID-19

To ease the impacts of COVID-19 to both staff and customers, library service operations were significantly modified to allow continued delivery to the community. Early COVID-19 restrictions allowed access by small numbers of customers at any one time and to ensure safety, the libraries were unable to offer public access to internet, meeting spaces or booths or face-to-face training or library programs.

To mitigate the impacts of decreased access, the library increased its online offerings with expanded selections of e-resources and digital library programs. To assist customers with the use of the increased virtual offerings, library staff also delivered a new telephone support program.

Borrowed items returned to the library continue to be quarantined for three days before being processed and returned to their relevant locations. The library staff and council's cleaning staff also continue to undertake a rigorous approach to wiping down surfaces commonly touched by customers, such as the self-serve checkout stations.

With the easing of restrictions from Monday 13 July, the library was able to increase service offerings to include public access to study booths, meeting and event spaces, and public internet computers, with appropriate social distancing applied. Customers are also assisted to help themselves remain COVID-19 safe by making use of cleaning caddies provided around the library. Customers are encouraged to wipe down desks or tables before and after they use them, with good up-take.

Libraries and Customer Service Branch Launches Process Innovation Labs

After mapping several hundred Libraries and Customer Service processes in ProMapp, the Customer Service team have launched a regular series of Innovation Labs.

These Labs assess the processes that are tagged as Opportunities for Improvement (OFI) and will consider how these operations can be improved. OFIs are generally highlighted for having numerous pain points, cumbersome design, irrational process components and other issues identified by their owners as being sub-optimal.

The Innovation Labs involve a wide range of officers from across different sections and teams. So far the initiative has identified 95 process maps for improvement, and has already started delivering a number of improved processes in Library Client Services and in the Customer Call Centre.

The result of these Innovation Labs will be measurable improvements to customer service and experience as well as enhancing employee experience across the organisation.

Being Distanced but Connected – From Ipswich to Brooklyn via Wuthering Heights

As part of its early response to the pandemic, Ipswich Libraries Public Programming team set about researching the unfamiliar terrain of virtual book clubs. Identifying that Brooklyn Public Library offered an outstanding online program, one of the Ipswich team registered and 'Zoomed' into Brooklyn's weekly Wuthering Heights Book Club, much to the surprise of the coordinating librarian and book club members. A professional friendship between the two library staff developed which led to ongoing discussions and the sharing of experiences and programming ideas.

As a result of this interaction, Ipswich Libraries was invited to present at the Australian Library and Information Association Qld Webinar Series, held in lieu of the 2020 conference. The themed webinar, New ways for connecting with clients, teams or between libraries, was held on 26 August with the Brooklyn librarian joining as a co-presenter to share their library's perspective. The presentation highlighted the significant impact the relationship had on both libraries and its value in assisting Ipswich Libraries in pivoting its programming and moving into the virtual world. The webinar generated extensive interest and feedback from participants across Qld libraries and the Galleries, Libraries, Archives and Museums sector and showcased the commitment of public libraries towards delivering innovative and responsive programming.

Flexible and responsive programming

Ipswich Libraries' Public Programming team demonstrated great flexibility in adjusting to the new reality with creative programming – both passive and active!

Existing programs were modified and new innovative programs were created to cater to an online or in-house COVID-19 safe delivery model to facilitate continued engagement with customers across all ages. This involved multiple platforms such as, podcasts and videos using Vimeo and webinars and interactive workshops using Zoom.

Programs were wide ranging, such as Story Podcasts bringing Australian stories to life through narration and sound effects by staff and children, *Where on Earth am I?* an interactive online program where participants guessed locations ranging from Ipswich to Easter Island, and *Chasing our Past at Home* webinars connecting participants with Ipswich in the United Kingdom.

Throughout the July to September quarter more than 800 library members engaged in over 80 virtual programs. A further 1,750 members participated in school holiday activities via take-home art or mechanical toy craft activity packs and on-loan robotics kits which were supported by online video tutorials.

Three groups in the community who were particularly hit hard by the pandemic were in mind when Ipswich Libraries introduced the following exciting new programming initiatives.

E-Commerce Entrepreneurs provided a way of supporting Ipswich locals experiencing work

displacement with a trustworthy, unbiased source of advice and information about how to start their own e-commerce business. The ongoing Zoom series launched with high profile speaker Simon Griffiths, CEO of ethical Australian toilet paper company, Who Gives a Crap Australia, and continues to receive promising attendance and feedback.

The Future of Work, aimed at local secondary students, provided a positive and inspiring framework for teenagers considering their options after graduation. Ipswich Libraries engaged BOP Industries, an energetic Queensland business with a young entrepreneur at the lead, to run this four week virtual program utilising online collaboration spaces to broach exciting topics including: Jobs of the future; Entrepreneurship; Sustainable futures; and Community leadership. Traditionally a challenging group to engage, attendees returned weekly to eagerly participate in the innovative hands-on learning elements the program offered, gaining valuable confidence in their own abilities, ideas and future prospects.

Be Connected is a government initiative aimed at supporting older Australians in getting online. As a new Be Connected Network Partner, Ipswich Libraries has been delivering in-house and online workshops on topics such as how to access online services and online safety tips. Assistance with devices and access to Be Connected resources is tailored to the specific needs of individuals and groups. The program continues to increase digital literacy skills and help overcome social exclusion through connection with new and existing customers.






DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity.					
KEY ACTION: Strengthen council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	OUTCOME: Active citizen and stakeholder engagement informing strategic marketing and communications.				
Implementation of the 20/21 City Events Plan.	<p>Implementation of the 2020/21 City Events Plan has had to occur with consideration to restrictions and guidelines outlined in the COVID-19 Safe Events Framework. In Q1, Spark (Ipswich Festival Reimagined) and the Galvanized (Heritage Festival) did not proceed due to COVID-19. During this period the team continued its Event Bootcamp series of capacity-building workshops with local event operators and volunteers. Face to face Citizenship Ceremonies resumed on July 29, with Ipswich being the first council in the country to resume in-person proceedings. The City Events Team has developed an alternate Christmas program during Q1 which will roll-out in November and allow the city to come together to celebrate the festive season in a COVID-19-safe manner.</p> <p>The highlight of this quarter was the delivery of the Brisbane Street Art Festival (BSAF). Originally scheduled for May and then rescheduled in July due to COVID-19, the festival added seven new murals to the city and facilitated a range of artist workshops and capacity building opportunities. Funded in partnership by The Regional Arts Development Fund (QLD Govt) and Ipswich City Council, the legacy of this festival is an Ipswich Central Street Art trail across 13 locations. The street art trail (including a downloadable map and artist profiles can be found here https://www.ipswichfestivals.com.au/streetarttrail/</p>				
STRATEGY 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.					
KEY ACTION: Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	OUTCOME: Community informed and engaged through planned communication.				
Implementation of Liveability survey (Living in Ipswich) that will provide indicators and inform a range of plans and strategies for the city.	<p>This project will provide council access to independent and standardised measures of community values and lived experience in Ipswich. Enabling council to:</p> <ul style="list-style-type: none"> measure and monitor the Ipswich community's perceptions of their quality of life identify what attributes are most important to local communities, and how communities feel their local areas perform against these attributes benchmark results with other local government areas, capital cities, states, nationally. <p>The pilot Living in Ipswich survey was undertaken in Ipswich between 7 and 21 September 2020. A target sample size of approximately 500 was set for the survey to provide adequate representation for a city with population size of Ipswich. This target was met with 706 unique respondents completing the survey. The data from the survey is currently being analysed and findings will be presented to council before the end of the calendar year.</p>				

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 3: Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.					
KEY ACTION: Develop a community development plan for our communities of place and interest. (9.4/3.1)	OUTCOME: Increased capability of, and participation by, communities.				
Development of a Community Development Strategy.	The Community Development Plan has been reviewed with a COVID-19 overlay. Community and councillor engagement will take place in Q2.				
KEY ACTION: Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	OUTCOME: Increased capability of, and participation by, communities.				
Design a community organisation capacity building program.	This project will commence in Q2.				
KEY ACTION: Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	OUTCOME: Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library.				
Delivery of the Rosewood Library.	The new Rosewood Library opened Monday 27 July 2020.				
KEY ACTION: Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	OUTCOME: Plans for, and design of, community facilities are informed by community needs.				
Review and update the Library 2019-2024 Strategy to incorporate new library and customer service models.	The Library Strategy is currently under review and is on track to be delivered on time.				
Increase capacity to support city wide library stock rotation and business support (Logistics Hub Extension).	Currently under review and looking for cost effective alternatives. Proposed plan will be complete by forecast completion date.				
Design and delivery of second (2nd) Library Pod.	During the quarter the design and deliver of a second Library Pod was deferred to the 21/22 financial year. This is due to the need to prioritise the delivery of the new Ipswich Central Library, the Children's Library and an ongoing assessment of the demand for a second Library Pod within the context of the revised Library Strategy.				
KEY ACTION: Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. (9.4/3.4)	OUTCOME: Closer alignment to child friendly city principles.				
Adoption and launch of council's Children, Young People and Families Policy.	The Children, Young People and Families Policy was adopted by council at its ordinary meeting in August 2020. The launch of the policy is occurring in Q2 with two events being held in Children's Week: Ipswich Children's Voices on 26 October 2020 and Flick the 'swich on 30 October. Both of these events are currently live on Shape Your Ipswich at https://shapeyouripswich.com.au/				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities.					
KEY ACTION: Facilitate service planning and delivery arrangements with government and non-government agencies utilising council's evidence base to ensure services are delivered in an equitable, timely and efficient manner to meet community needs. (9.4/4.1)	OUTCOME: Coordinated social service delivery informed by social data.				
Finalisation of the Libraries and Customer Services Systems and Business Process Review.	A number of the review stages have been completed and a preferred future state is developing. The process is on track however the originally forecast 30 January 2021 completion date will not be met but a March 2021 completion date is likely.				
STRATEGY 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.					
KEY ACTION: Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	OUTCOME: Increased engagement of community members in their own health outcomes.				
Undertake research -phase 1 – for later development of a Healthy City strategic policy.	Data collection, collation and research on attributes that create a healthy city has commenced to help inform a discussion paper and consultation in phase 2 which will occur in 2021-2022.				
STRATEGY 6: Build on the success of council's community safety programs to address new and emerging issues.					
KEY ACTION: Delivery of the Safe City program aligned to crime prevention and community safety plans. (9.4/6.4)	OUTCOME: The Safe City network and program is incorporated in projects and plans to realise a reduction in crime in public places and an increased sense of community safety.				
Identify and increase Community Safety Network based on evidenced demand.	Preparation commenced for proposed upgrades to the Community Safety CCTV Network in the following areas: Ipswich Civic Plaza; Queens Park and Limestone Park precinct; and safer parks. There have been some delays to underground works for Queens Park due to heritage issues and main roads challenges, however these are in hand and a resolution is likely.				
STRATEGY 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.					
KEY ACTION: Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city. (9.4/7.1)	OUTCOME: Approved strategy becomes the baseline for consistent and goal oriented decision making.				
Develop and implement a program of work to deliver council's Arts and Cultural Strategy in 2020-2021.	While the current City Events plan, Ipswich Art Gallery and Studio 188 programs (BSAF, Spark Festival, Protégé etc.) contribute significantly to the delivery of the Arts and Culture Strategy, the decision has been made to recruit a designated resource to manage and facilitate the delivery of this strategy. The appointment of a Creative Arts Development Officer will further assist our ability to develop a broader program of works and engage and capacity build local artists, performers and arts practices. With this intent we have also completed the following: <ul style="list-style-type: none"> ▪ scheduled and developed the first 'Creators of Ipswich Summit' for Friday 13 November 2020 ▪ developed a survey to facilitate the review of the current Arts and Culture Strategy in collaboration with USQ School of Creative Arts ▪ managed an EOI to build a database of local creators. 				

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 8: Develop greater community resilience and readiness.					
KEY ACTION: Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)		OUTCOME: Emergency Management Strategy to be developed to provide a framework for public information.			
Delivery of a Community Resilience Program (emergency management).	<p>Council continues to provide the My Ipswich Alerts Service to the community.</p> <p>We have commenced a project titled Disability Inclusive Disaster Risk Reduction (DIDRR) in partnership with University of Sydney, the Queensland Disability Network and Community Services Industry Alliance. This project seeks to build disaster resilience within our community for people with disabilities. The project will be run until 30 June 2020.</p>				
Delivery of a COVID-19 Recovery Program.	<p>The COVID-19 Recovery Program of work continues to be developed and delivered by functions across council.</p> <p>The Human Social and Economic Recovery working group monitors and evaluates COVID impacts across Ipswich and makes recommendations for council and partner action.</p> <p>Monthly COVID-19 Social and Economic Monitoring Reports were delivered for July, August and September.</p> <p>The Strengthening Community Report engagement was completed during the quarter with over 400 surveys across the four Divisions of Ipswich informing council of community issues, barriers and opportunities related to COVID recovery.</p> <p>A new COVID-19 Recovery Action Plan is being developed to be presented to council in Q2.</p> <p>Round one of the COVID-19 Support Funding Programs (Small Business, Operational and Repair and Replacement) were administered – approximately \$250,000 were distributed to 120 recipients.</p> <p>Round two of the COVID-19 Support Funding Programs were prepared and presented to council for endorsement.</p>				
KEY ACTION: Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)		OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.			
Delivery of the 2020-2021 program for Fuel Reduced Zones - Conservation estates (burning and pre/post vegetation management).	<p>Currently undertaking the procurement of services to delivery this program. Procurement process was slightly delayed due to the size complexity and associated risk</p> <p>Of note the contract and fire season works actually go from March–September as such work will always span two financial years.</p>				

THEME 4

CARING FOR OUR ENVIRONMENT



GOAL 4

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

INITIATIVES AND ACHIEVEMENTS

New Waterway Health Strategy and Report for the Bremer

Council finalised and published its new Waterway Health Strategy. This document sets out the general principles, direction and priorities for council across approximately 20 catchments and sub-catchments within the Ipswich local government area. This will be an important tool in achieving improved waterway health for the region through guiding current and future investment and resources.

ipswich.qld.gov.au/_data/assets/pdf_file/0006/8925/WaterwayHealthStrategy2020_Web.pdf



Natural Environment Policy – Community Engagement

Community consultation to inform the development of the Natural Environment Policy closed on the Sunday 13 September. 106 members of the community participated. In addition to the on-line survey, high valued stakeholders representing 12 sectors also participated in a telephone survey.

This valuable feedback will shape the way council manages and prioritises resources and investment programs and projects across its natural areas over the next 5-10 years.

New Voluntary Landholder Partnerships

The review was completed with the community and consultants last financial year and the first part of this year has seen the team put in place the new program to assist our partner landowners to achieve conservation outcomes which align with council's natural environment objectives. This will see new funding streams and covenant protections available to partners wanting to protect and enhance ecological values on their private land. The new program sets Ipswich City Council up as a regional leader in the local government conservation partnership space and has received acclaim from neighbouring councils.



White Rock Spring Mountain Masterplan

This seminal plan will mark a new way of thinking for the management, conservation and development of council's conservation estates. The plan pulls together the themes of conservation, recreational activation, cultural history and social values and presents a road map for the next 10-20 years which intends to balance the potential uses and values in a plan that can manage sustainable use of the estate going forwards in the face of increased local populations and demand associated pressures.

Digital Transition response for COVID-19 - Kids Go Wild, Sustainability in the Suburbs and Enviroforum

July, August, and September saw a number of our key annual education and communication programs launched this year with a difference as they were nearly entirely web based. This included our ever popular school holiday program Kids Go Wild. The normal face-to-face format was halted due to COVID-19 restrictions which meant a quick pivot was required and the content was posted on line. Several local businesses as well as nationally renowned experts in sustainability and environment provided videos and interactive content straight to those signed up or accessing the content from the safety of their home. These programs will continue into Q2 and to date have had several hundred live streamers and many more views since their original broadcast. One video for Kids Go Wild which was accompanied a 'make your own terrarium' mail out set, was subsequently picked up and used by Network 10 and Totally wild. You can view this media via Instagram at:






[Instagram.com/tv/CCZ40HEHMW7/](https://www.instagram.com/tv/CCZ40HEHMW7/)











DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 1: Secure and protect important areas of native habitat and vegetation.					
No key actions identified for delivery 2020-2021.					
STRATEGY 2: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.					
KEY ACTION: Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	OUTCOME: Work in partnership with offset brokers / organisations in the strategic delivery of environmental offsets in alignment with the Nature Conservation Strategy and Koala Habitat Management Plan.				
Develop and implement an Environmental Offsets Policy.	Scoping and development works completed by NELM. Document with PRS for feedback.	🔄			
Review vegetation mapping to inform a later review of the Nature Conservation Strategy.	Currently in scoping phase with PRS and considering the requirements of the subsequent Nature Conservation Strategy.	⊗			
STRATEGY 3: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.					
KEY ACTION: Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	OUTCOME: Improved waterway and wetland health.				
Black Snake Creek Project - Stage 2.	Works continuing to build upon the sites from stage 1 securing existing plantings and in fill. Presently developing landowner agreements with 2 new partners in order to be ready to plant in Autumn.	🔄			
KEY ACTION: Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	OUTCOME: Implement the Waterway Partnership program working with private landholders to restore riparian corridors and reduce erosion risks.				
Water Quality Offset (Small Creek) Construction - Stage 3.	Construction presently out to tender. Experienced substantial procurement delays in getting to this stage.	🔄			
KEY ACTION: Ensure effective catchment and floodplain management. (9.5/3.4)	OUTCOME: Review and implementation of the Waterway Health Strategy.				
Review and update the Waterway Health Strategy.	Waterway Health Strategy is complete and passed through Committee and council. Published on the council website. Presently developing an implementation plan and delivering against actions.	✅			
KEY ACTION: Ensure effective catchment and floodplain management. (9.5/3.4)	OUTCOME: Maintain up-to-date flood studies.				
Undertake flood studies of several catchments to ensure effective floodplain management planning allowing for more informed decision making for the City.	Initial scoping for the individual flood studies has commenced, however this has not been finalised. The majority of work will be undertaken in subsequent quarters.	🔄			
KEY ACTION: Ensure effective catchment and floodplain management. (9.5/3.4)	OUTCOME: Delivery of Catchment Corridor Plans.				
Finalise the Ipswich Integrated Catchment Plan.	4 out of 6 of the chapters have been received for internal comments. Briefings and packages have been fed back up to the councillors.	🔄			

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 4: Enhance urban greening.					
KEY ACTION: Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	OUTCOME: Complete condition assessment of existing gardens to identify a possible refurbishment program.				
Review and update Queens Park Conservation Management Plan and Queens Park Land Management Plan.	Procurement has commenced to engage consultants to assist. The majority of work will be undertaken in subsequent quarters.				
KEY ACTION: Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	OUTCOME: Strategic plan identifying possible street tree planting opportunities (where are their gaps) and develop a street tree planting program.				
Review the Streetscape Design Guideline.	NELM input and works completed. Guidelines receiving input from the broader department for final consideration and inclusion.				
KEY ACTION: Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	OUTCOME: Review current maintenance program, including street trees and footpath gardens.				
Develop the Urban Greening Strategy.	Not formally beginning until January. Early scoping works commenced.				
STRATEGY 5: Use resources efficiently and sustainably.					
KEY ACTION: Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.4/5.1)	OUTCOME: Maximise diversion of waste from landfilling through the kerbside recycling and green waste services and public transfer stations.				
Replace and update Waste Management System including fleet and weighbridge.	Transfer Station connectivity issues have been addressed and the vendor is currently investigating reporting anomalies. Once addressed end to end testing can commence and a Go-Live date proposed. The entire IWS fleet has had the new In-Vehicle Management System (IVMS) installed and rolled out. Planning is underway to complete User Acceptance Testing (UAT) on the IVMS system, the FleetMax system and the WasteTrack system. Commercial pricing and billing requirements to replace RMSW will be investigated once the Transfer Station goes live and the 3 fleet systems pass UAT and go into production.				
Delivery of Waste Infrastructure Plan.	The following project outputs have been progressed in Q1: <ul style="list-style-type: none"> commenced engagement of ICC Infrastructure Strategy Branch regarding process for planning for future Waste Infrastructure – On Target commenced Market Analysis of Consultants capable to undertake Concept Designs of Future Waste Infrastructure – On Target consultation of community stakeholders to be aligned with the outcomes of Project Deliverable 55 – Timing/Budget Realignment required till later 21 FY. 				

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
KEY ACTION: Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.4/5.1)		OUTCOME: Develop and implement the Resource Optimisation Plan.			
Review and update the Materials Recovery Plan (Waste Management and Resource Recovery Plan).	The following project outputs have been progressed in Q1: <ul style="list-style-type: none"> project Management Plan Completed appointment of Waste Strategy Team – completed commenced engagement of procurement re the city's Waste Composition Audits underpinning MRP review – on target shaping Ipswich Community Survey drafting – on target budget and project re-phasing required due to timing of resourcing appointment. 				
KEY ACTION: Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)		OUTCOME: Finalise and implement the Corporate Environmental Sustainability Plan.			
Develop a Sustainability Policy.	Policy engagement has been finalised and policy drafted, ELT approved to progress to councillor briefing session.				
Update the Ipswich Sustainability Strategy.	Scoping of the Sustainability Strategy including the framework has progressed.				
Develop a renewable energy plan.	Not yet commenced.				
Develop a State of the Environment Report.	Not started. No budget in 2020 – deferred to 2021 (noted in proposed projects 21-22).				
STRATEGY 6: Improve environmental awareness, education and compliance.					
KEY ACTION: Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)		OUTCOME: Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.			
Deliver the Illegal Dumping Partnership Program in conjunction with the Department of Environment and Science.	During the period July–September the illegal dumping team have had 51 successful compliance outcomes (i.e. PIN's issued, waste removed by offender following verbal warning or removed following illegal dumping tape applied to waste dumped). Four infringement notices have been issued to alleged offenders. Across council, 208 incidents of illegal dumping have been reported during the period with over 331,000 litres of waste located. Of this, 196,552 litres of waste has been removed from the roadside or natural environment by council and offenders. 52 investigations are ongoing. Household items are the most common waste dumped equating to 66% of the volume located.				



THEME 5

LISTENING, LEADING AND FINANCIAL MANAGEMENT



GOAL 5

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

INITIATIVES AND ACHIEVEMENTS



Transparency and Integrity Hub

The Hub is an initiative to deliver greater openness and transparency to the community, to 'open the books', and begin to restore the trust of the Ipswich community. The new Transparency and Integrity Hub was launched on 1 July 2020 just nine and a half weeks after the resolution of the new council. In line with the resolution a range of financial datasets were published including five years' retrospective data. Feedback from the community is generally supportive, indicating that it is a step in the right direction of restoring public trust. To visit The Transparency and Integrity Hub go to: https://stories.opengov.com/ipswichqld/published/J6OhrMt_A

Children, Young People and Families Policy

At its August Ordinary Council Meeting, council adopted its new policy for Children, Young People and Families which will help guide decision-making into the future. The policy recognises how important children, young people and families are to Ipswich. It will underpin how Ipswich City Council engages with children and young people across Ipswich and ensure council remains responsive to their needs, both now and into the future. Around half of Ipswich households are made up of families with children and young people still living at home. It's important that council uses the policy foundations to engage with children and young people, advocate for their best interests and plan for our rapidly growing population. This new council policy meets a 2017-21 Corporate Plan commitment and has been shaped by comprehensive research and community consultation. The policy can be found at ipswich.qld.gov.au



Conflicts of Interest for Employees Policy

The Conflicts of Interest for Employees Policy (the Policy) was adopted by council on 28 July 2020. The Policy defines the obligations, roles and responsibilities that concern actual, potential or perceived employee conflicts of interest, to ensure decision-making and actions are fair, unbiased and carried out in the public interest.

The framework includes a 'Conflicts of Interest for Employees' policy, which outlines:

- a guide for employees on how to deal with conflicts of interest which may arise
- regulates how council will manage conflicts of interest for employees
- defines the roles and responsibilities of employees and managers, when faced with conflicts of interests.

A supporting procedure (currently drafted) to be approved by the General Manager (Corporate Services) following adoption of the policy includes:

- an online form for staff to disclose and update conflicts of interest
- a centralised register of conflicts of interest for employees
- a communication plan (currently drafted) to ensure effective messaging for employees

Adoption of the Policy illustrates council's commitment to developing and maintaining the highest levels of integrity and public trust, and serving the public interest. Council has provided staff with the necessary policy, procedure, training and guides to prevent adverse consequences that can arise from conflicts of interest, by encouraging and supporting the identification, disclosure, and appropriate management and monitoring of employee conflicts of interest.



Councillor Briefings and Workshops

In quarter 1, the ICC Meetings coordination team formalised the process for managing Councillor Briefing Sessions and Workshops. The formal process includes tasks such as recording of official minutes and recording of conflicts of interest that will assist with achieving greater transparency and integrity during the early stages of the decision-making process.



Information Management Framework

The Executive Leadership Team (ELT) endorsed the Information Management Framework (Framework) on 26 August 2020. The Framework will drive council's information practices and capability, ensuring they support the changing business needs of the organisation and the services we provide to our customers, now and in the future. The Framework established the Information Management Strategic Plan Project which will:

- identify the changes needed to build new capability in council's information management practices
- develop the information management culture council needs to foster
- provide understanding on what knowledge and capability that council will require to support future business needs
- define the scope of information council are managing – for example, data, records, knowledge management; and the categories of information such as legislation, online databases, and registers.

Network Security Services Restructure

ICT Branch has completed a major transition and restructuring of the network security services. This new arrangement addresses a critical underperforming outsourced services arrangement and simplifies the administration and monitoring of our core network and edge security (firewall/VPN/proxy) services with a single outsourced service provider. The new services arrangement aims to not only reduce operational costs but will consolidate technical knowledge and services integration, delivering more cohesive network administration and ICT security controls administration to council.

File Server Reorganisation Project

The project objective was to drive efficiencies, provide cost-savings and align with industry best practice. The File Server Reorganisation Project saw the complete reorganisation of the Network File Servers to align them with industry best practice. This project had heavy involvement by ICT who worked closely with Datacom to identify redundant and duplicated data. Significant amounts of archive type data were moved to cheaper storage (Cold Storage). This saw a reduction in capacity in around 27 TB of data saving ICC approximately \$8,000 in storage costs per month.

Right to Information and Information Privacy Performance Measures

The *Right to Information Act 2009* (RTI Act), the Privacy Principles of the *Information Privacy Act 2009* (IP Act), the *Local Government Act*, and other Ipswich City Council specific legislation, policies, and procedures create a framework for managing council's information. The RTI Act promotes the release of information and mandates that formal access applications under the RTI Act should be a last resort and to accommodate this, wherever possible, considerations should be had on information being released informally as an administrative access. Under the RTI Act, information can only be withheld by an agency if releasing it would be contrary to the public interest.

Ipswich City Council is committed to openness and transparency through the proactive release of information to the community through its public forums and through the continuous assessment of new and existing information will build on the number of documents available through council's Publication Scheme and data sets published to the Transparency and Integrity Hub. Council will continue to develop performance measurements to indicate council's performance in realising the primary objective of the RTI Act which is 'to give a right of access to information in the government's possession or under the government's control unless, on balance, it is contrary to the public interest to give the access.'

Implementation of Departmental Risk Registers Control Reporting and Assessment

In August 2020 the Executive Leadership Team (ELT) endorsed the introduction of the departmental Risk Control Report and Assessment (Control Report). Each departmental risk owner will identify each control implemented (including frameworks, policy, procedures, work instructions, etc.) to mitigate the identified risk. The Control Report will be provided to the Risk Team to undertake a self-assessment of the effectiveness of the departmental controls. Where identified risks are assessed as not having effective control measures in place, a report will be generated for the December 2020 Department Risk Committee Meetings for further discussion, to assess the ongoing risk.

Review of council's Fraud and Corruption Control Plan and Risk Register

In August 2020 a review of council's Fraud and Corruption Control Plan and Fraud and Corruption Risk Register Controls was approved. Council is committed to the detection and prevention of all forms of fraud and corruption and the creation and implementation of an ethical culture and work environment, which identifies fraud and corruption and encourages transparency.

The timeframe for the completion of the review is five (5) months, with a recommendation report with findings, to be presented to the Executive Leadership Team by December 2020.

Human Rights Act 2019 (Qld)

The *Human Rights Act 2019* (Qld) (HRA) commenced operation on 1 January 2020. Council must act compatibly with human rights when making decisions and providing services. The human rights project was initiated to ensure council's processes, documents and future planning, considers and reflects human rights. Council has undertaken a number of significant activities as part of the Human Rights Project, including providing human rights training to staff, adopting a Human Rights Policy and Human Rights Complaints Procedure and providing information to the community about human rights on its website. Council recently provided information to the Queensland Human Rights Commission regarding its progress in developing a human rights culture and some of its achievements may feature in the Queensland Human Rights Commission's report to Parliament on the first year of the HRA.

Disposal of South Street Assets to West Moreton Hospital and Health Services

In 2018, Ipswich City Council and West Moreton Hospital and Health Services entered into a Memorandum of Understanding to dispose of the 'South Street' administration assets as part of council's relocation to the Ipswich CBD. This included the following properties to be disposed of by council:

- Hayden Centre, 37 South Street, Ipswich
- Ipswich Global Information Centre (Library), 40 South Street, Ipswich
- Administration Building, 50 South Street, Ipswich
- Humanities Building, 56 South Street, Ipswich
- Carpark, 82 Limestone Street, Ipswich
- Carpark, 3 Foote Lane, Ipswich

The sale of these assets were critical to the Nicholas Street Project and the relocation of council administration resources to the Ipswich CBD. Additionally, this will support the expansion and development of health and hospital services for the Ipswich region. The disposal terms and conditions have been finalised and executed by both parties. Council's Property Services branch will continue to manage the contract of sale, through to settlement.

Training in the *Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020*

Following the Crime and Corruption Commission's Operations Yabba and Belcarra, the *Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020* (Amendment Act) was enacted by the State Government. Part of the Amendment Act applies to local governments. Legal Services provided training to the councillors and council officers about the Amendment Act and the consequences for local government. The training was to assist council officers to comply with new local government legislative requirements. Compliance with the new legislation will assist in maintaining public confidence in council.



Finance Branch Operations

While the Finance Branch's operational deliverable is primarily focused on core, business as usual activities, the support and advice that the team continues to provide are often quite targeted. In the last quarter some key deliverables have included:

The establishment of monthly departmental performance meetings with General Managers and Branch Managers to review financial performance and discuss key issues and challenges the departments or branches face. These meetings help inform, monitor and track council's performance and service delivery.

The preparation of the annual financial statements and audit for 2019-2020. This process is a key part of council's annual reporting and accountability to the community.

The continued support to ratepayers and other departments as part of council's COVID-19 relief arrangements. This includes assistance in the waiver of fees and charges and working with ratepayers financially impacted by COVID-19 to make arrangements in relation to rates payments.

People and Culture

People and Culture Branch are focused on the delivery of the People and Culture Strategic Plan and the associated benefits for the organisation. The team is also working to deliver new health and safety initiatives to improve safety and wellbeing in the workforce. Four employee pulse surveys have been conducted and the valuable feedback is informing the Executive Leadership Team on the actions that will assist in fostering a positive workplace culture at council.






Procurement Branch Operations

Procurement Branch's operational deliverable is primarily focused on core, business as usual activities, including support and advice that the team continues to provide to the business to deliver its capital, goods and services contracts. In addition to this, the Procurement Branch has undertaken a significant change process to shift to a centralised service delivery model for council. In the last quarter some key business as usual and transformation projects and key deliverables have included:






- the establishment of a new structure focused on a category management approach to deliver a service focus to drive better value for money for internal customers and the Ipswich community
- the assumed accountability for all procurement matters for council for all activities resulting in a contract over \$2,000
- implementation of a Buy Ipswich approach to deliver focus on supporting and growing local business and industry in Ipswich
- the commencement of uploading monthly reporting on all procurement activities over \$10,000 on the Transparency and Integrity Hub to improve the transparency of how council does business.

DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 1: The Mayor and Councillors represent the Ipswich community and provide strong and visionary leadership.					
KEY ACTION: The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)		OUTCOME: Monitor and review council's performance, strategic and operational reporting.			
Development of a new Ipswich City Council Corporate Plan that will commence 1 July 2021.	Council has started a conversation with the community about our 20 year vision for Ipswich. The iFuture - 'Your Vision, Our Journey, Council's Plan' is a project developing a community vision and corporate plan for 2021-2026. The first stage of community consultation will conclude in October. The second and final stage of consultation on a draft Corporate Plan will be undertaken in February 2020. The project and all related reports and information can be found on Shape Your Ipswich at: https://shapeyouripswich.com.au/corporate-plan-2021-2026				
Development of an Innovation Program for council internal and external services and operations.	An Innovation and Improvement Program will use creative thinking to embed a better way of doing an existing process. A 12 month program will be established to focus on delivering the programs vision of reducing internal waste. The program will comprise a variety of projects using a number of input channels to garner officer ideas. The program promotes the opportunity to review the way we work. It shapes the way we work together, respond to opportunities and challenges and supports how we adapt to changing environments with the support of a suite of tools and techniques. In challenging social and financial times, taking an innovation and improvement approach encourages all officers to share ideas on how we can enhance the quality of life for our community in a more timely, transparent and efficient manner. The draft Innovation and Improvement Program has been developed and implementation will occur in Q3.				
STRATEGY 2: Provide comprehensive and meaningful community engagement to inform council decision making.					
KEY ACTION: Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)		OUTCOME: Meet or exceed corporate targets for customer service standards.			
Development of ICC Customer Focus Strategy.	Planning occurred in Q1.				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
STRATEGY 3: Implement initiatives that strengthen governance skills and knowledge.					
KEY ACTION: Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/3.1)		OUTCOME: Council continues to provide training, development and resources to councillors and staff to enable and support, effective, informed, timely and impartial decision making.			
Development of a Strategic Policy Framework that aligns strategic priorities and goals for the City with the United Nations Sustainable Development Goals for 2030.	Ipswich City Council policies represent a wide range of strategic positions that assist council decision-making on matters that impact the Ipswich community and the city's development. Council could strengthen these positions and their related outcomes through a strategic policy framework. A proposed framework will take account of council's broader policy environment (its social, environmental, economic and governance policy statements) and links their overall strategic direction. A proposed framework will also be underpinned by a number of social policy principles, alignment to the United Nations Sustainable Development Goals and targets as well as council's newly developed Corporate Plan. The Strategic Policy Framework will not be finalised until the new 2021-2026 Corporate Plan is finalised. This, combined with resourcing impacts, will mean the framework (which will include a monitoring and evaluation framework for council) will not be completed until 2021-2022.	!			
Delivery of training to build knowledge and capability in good governance, legislative, financial and human resource delegations, managing conflicts of interest and ethical decision-making.	An analysis of legislative compliance training requirements under the <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i> , <i>Public Interest Disclosure Act 2010</i> , <i>Human Rights Act 2019</i> , <i>Right to Information Act 2009</i> and <i>Information Privacy Act 2009</i> , and delegation of legislative power, etc. has been undertaken in liaison with council's Learning and Development Consultant. With the intent to develop an annual governance training calendar and manager toolkit. The training will be delivered either face to face, on line or via an education communication campaign. Target audiences have been identified to allow for appropriate tailoring of the legislative content. The manager's toolkit will provide governance topics that can be discussed as a regular branch or section meeting agenda item.	🔄			
Modernised information and communication technologies to support service delivery and efficiency including migration to Microsoft Office 365 and Skype for Business improvements (including decommissioning of PABX).	<p>Program of work re-scoped within available funding to deliver core requirement for Office 365 and Teams including telephony.</p> <p>Non-core elements including: Identity and Access Management, Technology Consolidation and EDRMS-Teams Integration; removed from scope for later consideration.</p> <p>Procurement of Delivery Partner to manage core scope of work initiated.</p> <p>Telecommunications Delivery (Skype for Business) Project will be consolidated with M365 Project (Migration of telephony from PABX will be to Microsoft Teams).</p> <p>Handover of support of Skype for Business Early Adopters to Datacom in progress.</p>	🔄			
Implementation of the People and Culture Strategic Plan deliverables for 2020-2021 including: a new performance framework; a new leadership competency framework and development program; and an enhanced approach to attracting and retaining diverse and talented employees.	<ul style="list-style-type: none"> Performance Framework developed and approved. Instructional design of learning modules is underway for planned implementation from January 2021. Pulse Survey 3 conducted in July 2020 and Pulse Survey 4 conducted in September 2020. Analysis and reporting distributed to the business. Leadership Competency Framework (Core 4 Capability Framework) developed and approved. This sets the foundation for the leadership development program. Revised Recruitment and Selection Administrative Directive and Procedure drafted and new techniques developed for attraction and retention of staff. RUOK days delivered across the depots with positive feedback received. Joint Consultative Committee Terms of Reference reviewed and agreed with all unions. 	🔄			

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
KEY ACTION: Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (96/3.2)		OUTCOME: Maintain an open and transparent approach to information.			
Maturing of our corporate governance and information management through the implementation of: a new Information Management Strategy and Governance Framework; a new Framework for Managing Conflicts of Interest for Employees; an enhanced Complaints Management Framework; strengthened Open Data Policy; and new performance measures for Right to Information and Information Privacy.	The Strategic Maturity of Governance Project has as its deliverables, 31 initiatives in the following areas - risk management, complaints management, information transparency, information management and BPM and Procedure review. As at 30 September 2020, 30 items were on track and one initiative, Information Management Framework, was completed.				
Implementation of the new Transparency and Integrity Hub from 1 July 2020 - pushing more information to the community to increase openness and transparency and rebuild trust.	Five years' retrospective financial and procurement information has been published to the Hub from 1 July 2020. In line with council's Open Data Policy financial and procurement information has been pushed through the Hub to the community in each month of the quarter, now including data on procurement of local business. In late July 2020 council approved a further revision to the Procurement Policy to publish contracts awarded over \$10,000 on the Hub to increase openness and transparency. A plan has been developed for pushing further data and information to the Hub in the coming six months and beyond, including a forward procurement schedule and detail on the capital expenditure program.				
STRATEGY 4: Maintain a financially sustainable and resilient approach to budgeting.					
KEY ACTION: Aim to operate council's finances with a modest surplus. (96/4.1)		OUTCOME: Ensure sound budgeting principles consistent with long-term financial targets.			
Finalise the business case for the technology platform for the future to drive better value for money and support more integrated business service delivery.	Through engagement with key business stakeholders, this project has been renamed to 'iVolve' to better reflect the intent which is to transform or evolve the way Ipswich City Council works. A tender process is being undertaken to select a business partner to assist in the development of a preliminary business case to identify a target solution that will drive better value for money and support more integrated business service delivery.				
Develop an Electric Vehicle Transition Plan for council Fleet.	Initial scoping has occurred. Potential for project to be delayed as priority will be provided to undertaking the sustainability strategy.				
Finalise implementation of the new centralised category management procurement model including a new contract management framework.	Centralisation of Procurement Completed by 1 August 2020. Implementation of Contract Management Framework underway with finalisation on track for 1 December 2020.				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
Continue to monitor, manage and report on council's financial position, including long term financial sustainability, as potentially impacted by the economic uncertainty created by COVID-19.	<p>The Finance Branch continues to deliver against this objective in a number of ways:</p> <ul style="list-style-type: none"> regular timely reporting and performance meetings with departments regular monthly reporting to ELT and council that highlights and discusses any impacts of the COVID-19 Pandemic on council's financial position including reference to budget assumptions continued support to ratepayers impacted by COVID-19 on a daily basis through supporting them in setting up payment schedules etc in accordance with council decisions continued monitoring of the number and categories of ratepayers impacted by COVID-19 and movements in our rates outstanding balances to manage council's financial risks in relation to rates payments. 				
KEY ACTION: Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for assets only'. (9.6/4.2)		OUTCOME: Effectively manage revenue sources relative to debt and service levels.			
Development and delivery of the Asset Management systems and process project tasks for 2020-2021. This is a continuation of the business transformation program.	The project has been stalled awaiting the appointment of the Asset Manager.				
STRATEGY 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.					
No key actions identified for delivery 2020-2021.					
STRATEGY 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.					
No key actions identified for delivery 2020-2021.					



COMMERCIAL BUSINESS UNIT



IPSWICH WASTE SERVICES

QUARTERLY PERFORMANCE REPORT Q1 (JULY-SEPTEMBER)

INTRODUCTION

The quarterly report for the period July to September 2020 has been prepared to address the requirements of the Annual Performance Plan by providing the following information.

1. Introduction
2. Major highlights of operational activities
3. Performance in relation to stated performance targets
4. Financial analysis of quarterly performance against budget
5. Waste and Recycling Volumes
6. Recycling and Refuse Centre data
7. Delegation Reporting
8. Asset Disposal

MAJOR HIGHLIGHTS OF OPERATIONAL ACTIVITIES

Highlights

The following is a summary of major highlights that occurred within Ipswich Waste Services for the period July to September 2020.

Google Performance Report

	JULY	AUGUST	SEPTEMBER
People saw your business on Google	45,074	48,416	46,661
People asked for directions to your business	1,166	1,295	1,210
People found your phone number on Google and called your business	309	388	323
Person visited your website	810	960	838

Bin App Data

As at 30th September there have been a total 29,198 of downloads of the Ipswich Bin App (17,130 iOS and 12,741 Android).

The following is a breakdown of the information that the residents were seeking:

INFORMATION	NO. VIEWS	%
Dashboard	60,073	47.61%
Waste Materials	40,994	32.49%
Services	20,462	16.22%
Service Empty Bottles and Jars Drop Off	1,634	1.29%
Settings	1,616	1.28%
Service Recycling and Refuse Centres	445	0.35%
Service Stolen, Repair or Replacement Bins	435	0.34%
Council Info	202	0.16%
Service Hire a Skip Bin	198	0.16%
Service Household Hazardous Waste	120	0.10%

Pathway Domestic Bin Commencement Audit

33 properties now have the domestic waste charge added to their rates after the July-September quarterly domestic bin audit was completed. Council will generate an extra \$12,243 annually.

Domestic Bin Audits

No domestic bin audits were done in the July-September quarter. A procurement process for bin composition audits have begun, with activity to occur in the next quarter

Replacement of IWS Waste System

Transfer Station hardware - Testing has continued of the new Mandalay system, including finance extract and user acceptance. A new internet connection has been established at Riverview Refuse and Recycling Facility to enable full functionality and access to online upgrades and support by Mandalay.

Fleet Hardware - Installation of the WasteTrack system has been completed in all waste fleet vehicles, and is active across the fleet, but still in testing. Testing and data refinement continues and well as finalisation of support and system update protocols before system becomes active.

Commercial billing – ongoing workshops and decisions related to the commercial billing we follow on once WasteTrack is live.

Hazardous Surrender Day

The annual Hazardous Waste day was successfully held in September with 114 customer.

COVID-19

Commercial services are continuing to recommence after temporary suspensions particularly towards the back end of the quarter. Office staff have also successfully managed remote working activities to limit personal contact.

Resource Recovery Team

Significant recruitment activities occurred during the quarter, including the new business management team and supporting officers along with multiple new drivers, the ongoing need to develop staffing and fleet growth plans to accommodate the cities sustained growth was also identified.

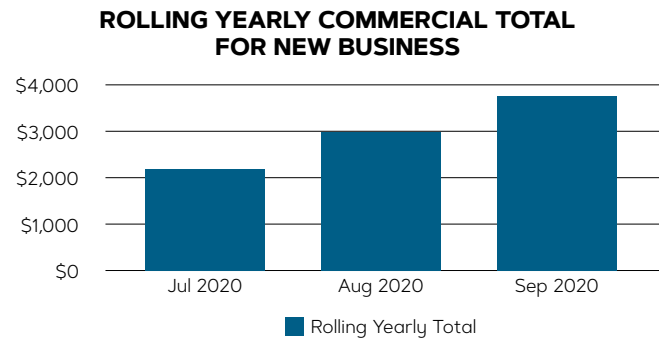
Contracts

A contract review checklist has been created and a number of critical contracts have been successfully rolled over. A number of other contracts have been flagged for review prior to roll-over.

Current Commercial Activities

Total of 1,248 Commercial Customers as at the end 30 September 2020

	NUMBER NEW ACCOUNTS	ADDITIONAL # OF SITE TO EXISTING CUSTOMERS
Jul-20	14	1
Aug-20	6	3
Sep-20	7	1



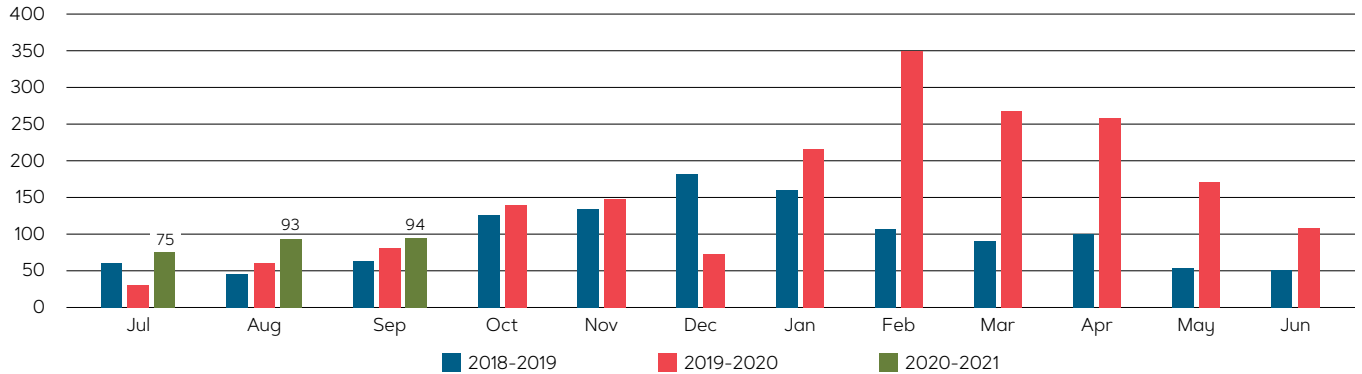
Variation of number of commercial customers and reasons.

HEADINGS	JULY	AUGUST	SEPTEMBER
BAD DEBT - STOP SERVICE	0	0	0
Business Closed Down	0	2	3
Cancelled - Decreasing or Increasing Bin Size	4	2	1
Cancelled - No Reason	13	6	8
Cancelled - Site Closed	2	2	0
Changed Owner - New Account to be Created	1	0	18
Commence - New Bin Size	6	4	10
Commence - New Service	20	12	5
Commence - New Service (SITE ADD)	0	1	0
Service - Bin no longer required	3	0	0
Suspension - End of Season	0	3	1
	49	32	46

Green Waste Bins

A total of 19,871 properties were rated for the domestic green waste bin as at the 30th September 2020.

NUMBER OF RATED GREEN WASTE SERVICES COMMENCEMENTS

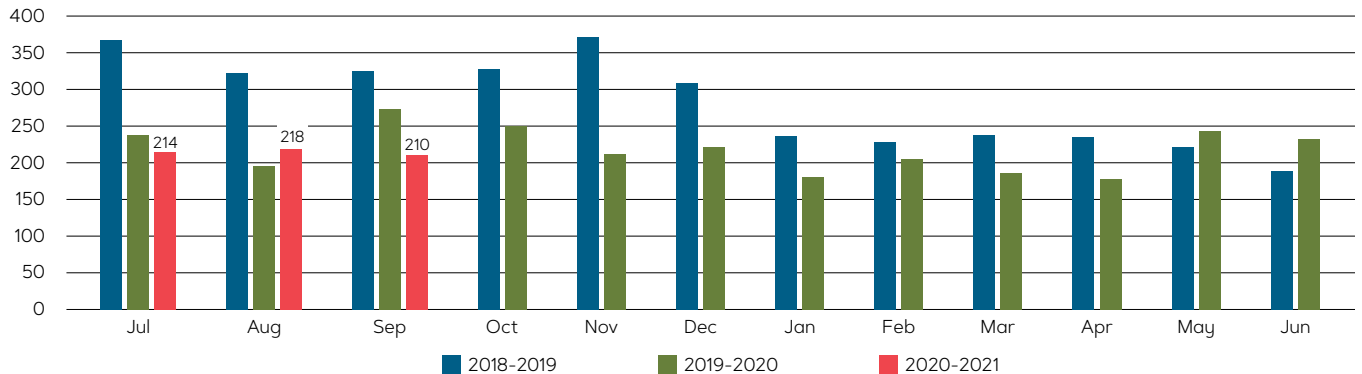


Comment: As the above graph indicates, the rate of service commencements has significantly increased from the previous financial year.

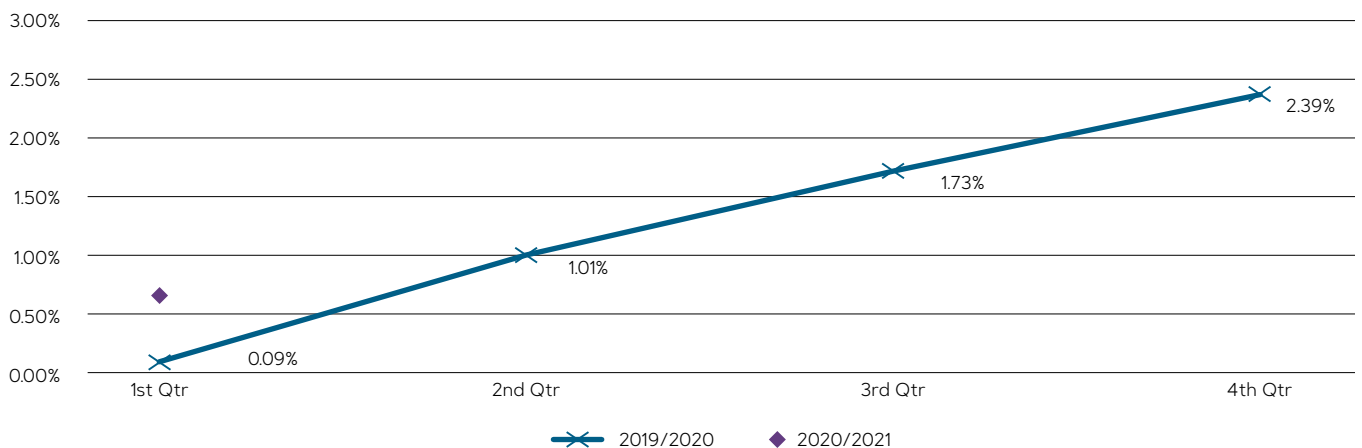
Domestic Waste (Refuse and Recycling)

A total of 84,082 properties were rated for the waste services as at the 30th September 2020.

NUMBER OF RATED REFUSE AND RECYCLING SERVICE COMMENCEMENTS



DOMESTIC REFUSE SERVICE CUMULATIVE ANNUAL GROWTH



PERFORMANCE IN RELATION TO STATED PERFORMANCE TARGETS

Customers

PERFORMANCE TARGETS - CUSTOMERS				
Key Result Area	Indicator	Standard	Reporting Frequency	Result
Provide value to customers	Customer response to Survey questions indicates customer satisfaction with the service	90%	Biennial	TBC

Comment: Still to be held in 2020/21

PERFORMANCE TARGETS - CUSTOMERS						
Key Result Area	Indicator	Standard	Reporting Frequency	July	August	September
Provide value to customers	Number of domestic refuse and recycling bins repair/damaged and replacement/destroyed per 1000 rated bins in service	<7	Quarterly	6.04	4.77	5.09
	Number of domestic refuse and recycling bin extra bin service/missed bin complaints per 1000 rated bins in service	<5	Quarterly	4.36	3.50	3.66

Comment: Performance continues to be in compliance with required standard.

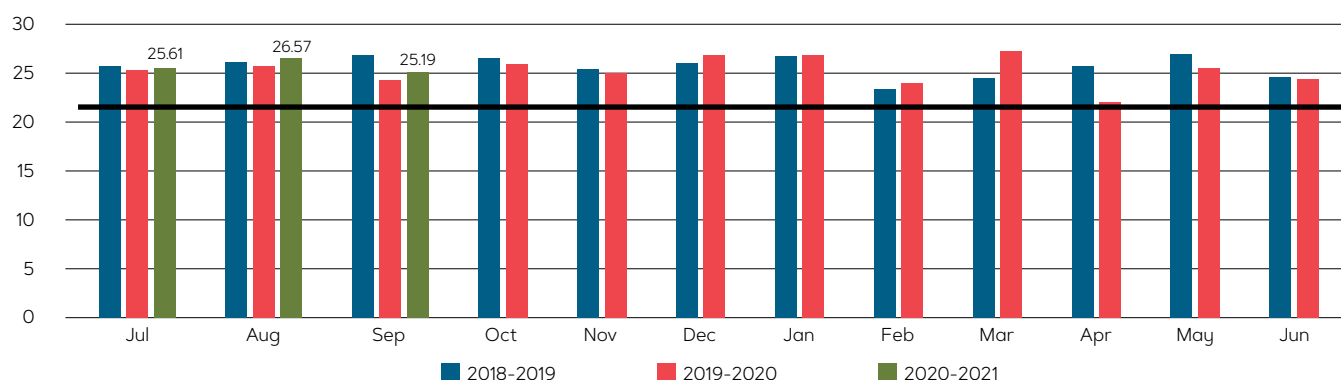
Financial

PERFORMANCE TARGETS - FINANCIAL				
Key Result Area	Indicator	Target	Reporting Frequency	Result
Provide value to shareholders	Net Profit Margin - Calculated as Net (Surplus) Deficit after tax/Earnings *100	16.81%	Quarterly	July - Sept
				23.5%
	Budget Performance Surplus on Operations	>budgeted net surplus	Quarterly	Budget QTR \$'000 2,020
				Actual QTR \$'000 2,609

Comment: Refer to section 4 of this report for an explanation of the financial result for the quarter.

PERFORMANCE TARGETS - FINANCIAL						
Key Result Area	Indicator	Target	Reporting Frequency	July	August	September
Provide value to shareholders	Debtors Days Outstanding	<38 days	Quarterly	25.61	26.57	25.19

IWS DEBTOR DAYS



Comment: Debtor days remain consistent and below 30, this is good in the current economic climate, considering lingering COVID-19 financial strain on businesses.

Employees

PERFORMANCE TARGETS - EMPLOYEES							
Key Result Area	Indicator	Standard	Reporting Frequency	Result			
				July - Sept	Oct - Dec	Jan - Mar	April - June
Promote a climate for action within the workforce	Absenteeism – % against available hours	<3.5%	Quarterly	5.07%	0.00%	0.00%	0.00%
	LTISR – Lost time injury severity rate	9	Quarterly	0.00	0.00	0.00	0.00
	Annual leave balance for each staff member of 6 weeks or less	>95%	Quarterly	89.27%	0.00%	0.00	0.00%

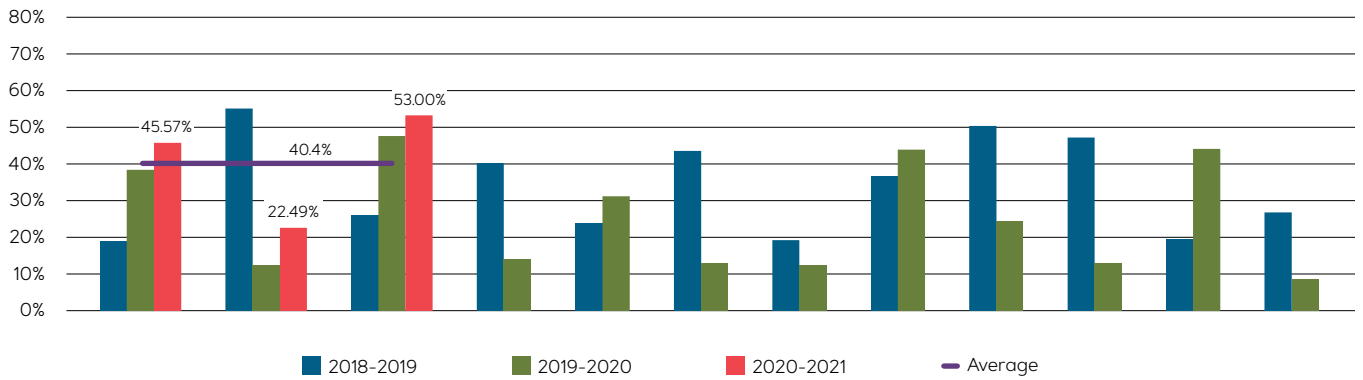
Comment: Leave statistics for the period incorporate staff members with COVID-19 leave and other long term leave exacerbated by other restrictions such as awaiting COVID-19 tests and two week quarantines, these impacts have affected the absenteeism percentage.

Processes

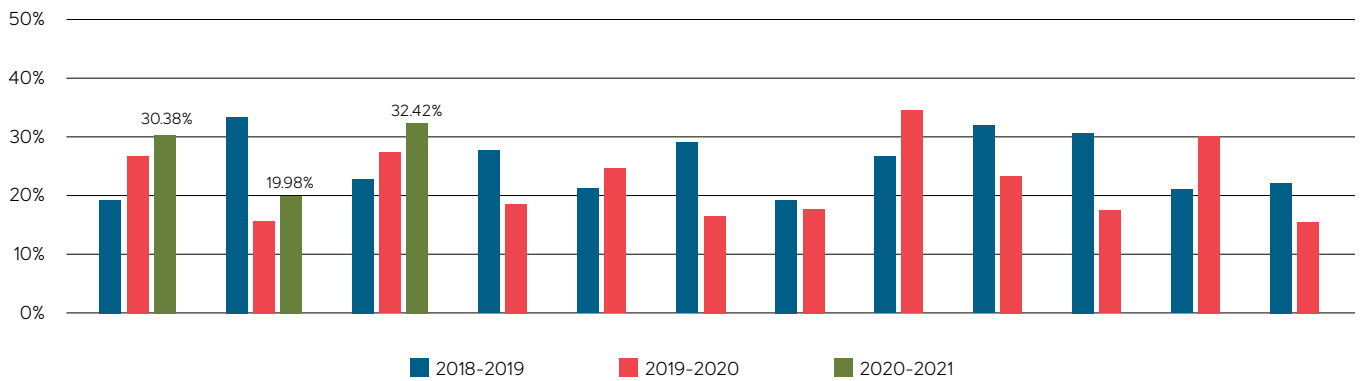
PERFORMANCE TARGETS - PROCESSES						
Key Result Area	Indicator	Target	Reporting Frequency	Result		
				July	August	September
Be a good neighbour	% Waste diverted from landfilling at the Recycling and Refuse Centres	>35%	Quarterly	45.57%	22.49%	53.00%
	% total recycling diverted from domestic collection and disposal services	>25%	Quarterly	30.38%	19.98%	32.42%
	% domestic green waste diverted from domestic refuse service	>3%	Quarterly	5.82%	7.32%	8.03%
	% waste diverted from landfilling by the kerbside recycling service	>15%	Quarterly	14.60%	13.11%	14.32%
	% waste diverted from landfilling by commercial waste services	>5%	Quarterly	7.50%	6.61%	7.47%

Comment: Steady on target or above target delivery of outcomes, noting monthly variability due to frequency of removal from the Recycling and Refuse Centres.

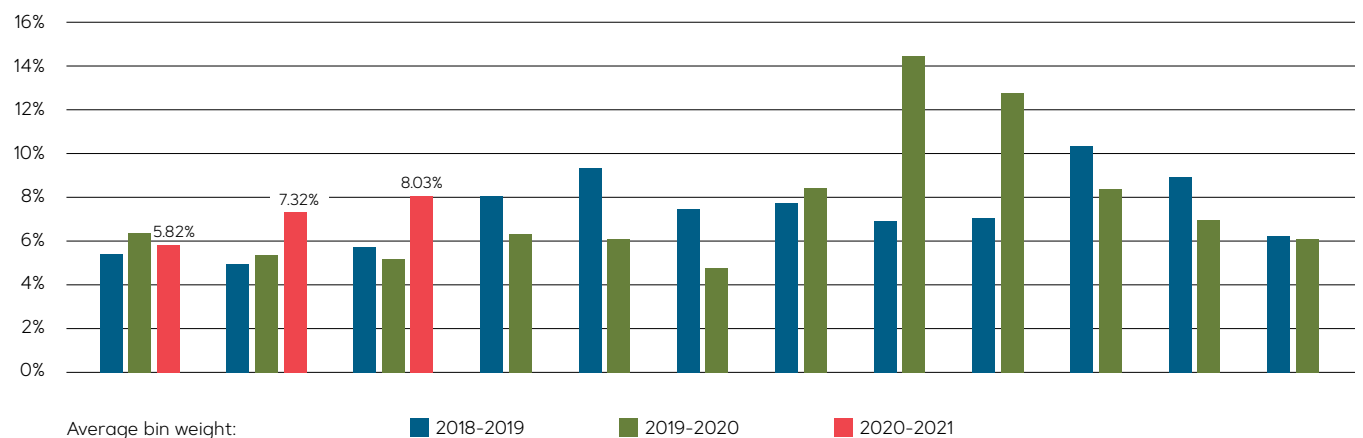
% WASTE DIVERTED FROM LANDFILLING AT THE RECYCLING AND REFUSE CENTRES



% TOTAL RECYCLING DIVERTED FROM DOMESTIC COLLECTION AND DISPOSAL SERVICES

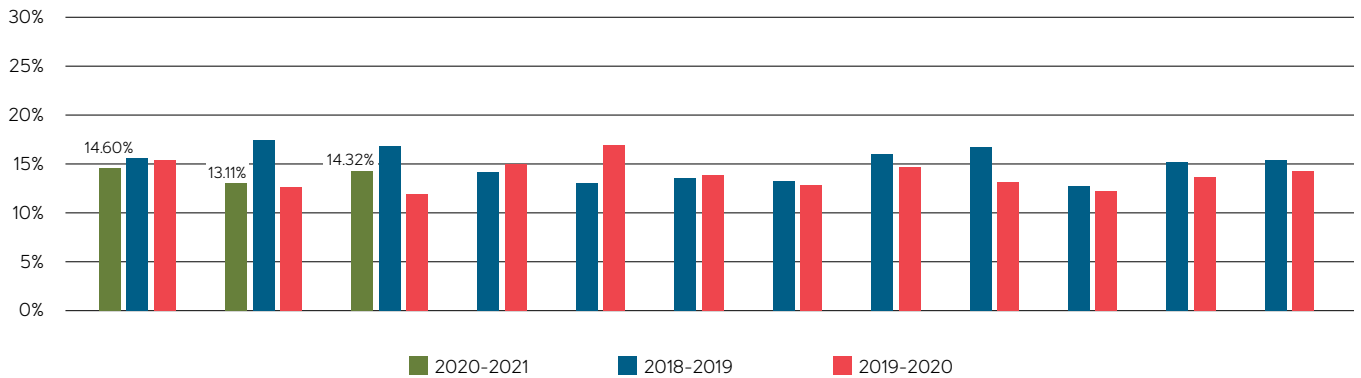


% DOMESTIC GREEN WASTE DIVERTED FROM DOMESTIC REFUSE SERVICE

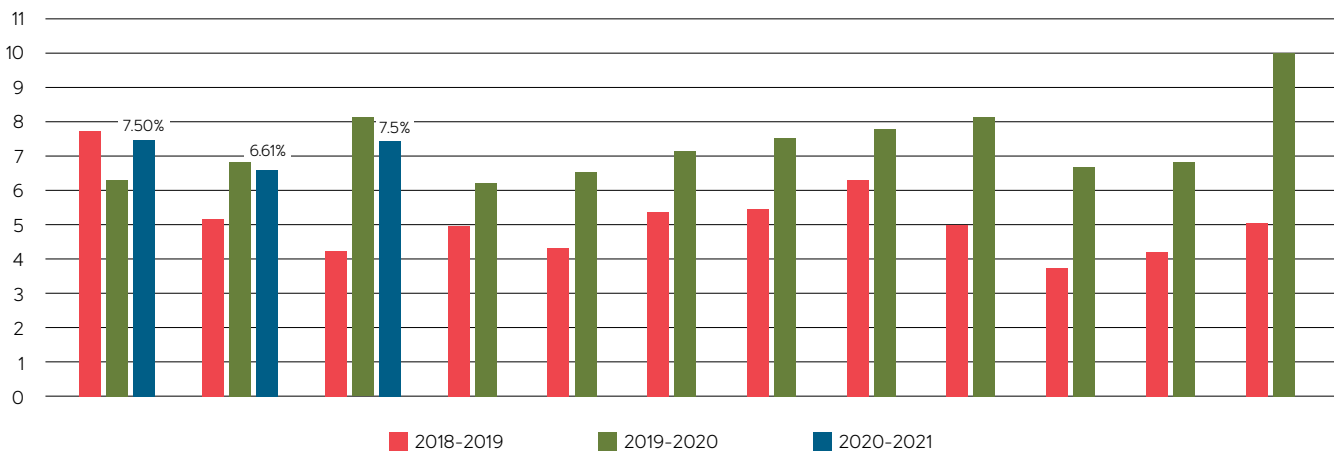


Average bin weight:
 July - 15.26kg
 August - 18.43kg
 September - 21.10kg

% WASTE DIVERTED FROM LANDFILLING BY THE KERBSIDE RECYCLING SERVICE AND GLASS



% WASTE DIVERTED FROM LANDFILL BY IWS COMMERCIAL WASTE SERVICES



PERFORMANCE TARGETS - PROCESSES						
Key Result Area	Indicator	Standard	Reporting Frequency	Result		
				July	August	September
Achieve operational excellence	Extra/Missed Bin Services requests completed within 1 working day	>85%	Quarterly	100%	99%	100%
	# of Requests			417	333	348
	# of Request completed on time			417	331	347
	Domestic refuse and recycling service commencements actioned within 5 working days of notification	>85%	Quarterly	78%	51%	66%
	# of Requests			214	218	210
	# of Request completed on time			167	112	138
	Green waste service commencements actioned within 5 working days of notification	>85%	Quarterly	84%	42%	56%
	# of Requests			116	136	153
	# of Request completed on time			97	57	86

Key Result Area	Indicator	Standard	Reporting Frequency	Result		
				July	August	September
Achieve operational excellence	Requests for Replacements/Repairs actioned within 5 working days	>85%	Quarterly	80%	43%	51%
	# of Requests			624	495	529
	# of Request completed on time			499	215	270

Comment: Bin repair and service commencement completion rate suffered from the impacts of staff shortages across August into September, which are being addressed. Focused effort was put into ensuring bin collections were maintained as a priority.

FINANCIAL ANALYSIS OF QUARTERLY PERFORMANCE AGAINST BUDGET

OPERATING RESULT AS AT 30 SEPTEMBER 2020:

The following tables outlines the operating result for the July to September 2020 quarter, and the full 2020-2021 financial year.

BUDGET V ACTUAL			
FIRST QUARTER	JULY TO SEPTEMBER 2020		
	ACTUAL (\$000')	BUDGET (\$000')	VARIANCE (\$000')
Operational Revenue	11,102	12,083	-981
Operational Expenditure	8,493	10,063	1,570
Surplus/Deficit on Expenditure	2,609	2,020	589

YTD	FY21		
	ACTUAL (\$000')	BUDGET (\$000')	VARIANCE (\$000')
Operational Revenue	11,102	12,083	-981
Operational Expenditure	8,493	10,063	1,570
Surplus/Deficit on Expenditure	2,609	2,020	589

Revenue

Revenue is 8.1% under budget estimate.

Expenses

Expenses are 15.6% under budget estimate. Employee Expenses are over budget by \$96k; Materials and Services \$129k under; Other Expenses \$1.6m under; and Internal Expense \$107k over budget.

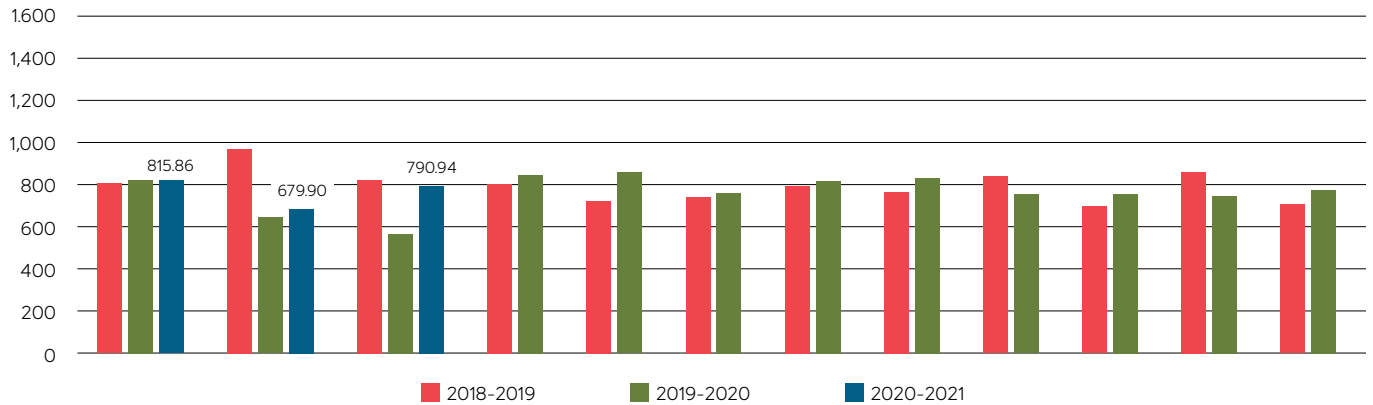
Capex

Budget for the year is \$1.622m with a total spend as at 30 September of \$155k (9.56%). The majority of budget allocation is for acquisition of bins which are replaced throughout the year as required.

Conclusions: The significant underspend related to Other Expenses is due to the recognition of the waste levy rebate for Jul-Sep (\$1.53M) within Other Expenses instead of Other Revenue. This to be addressed in future budget amendments. The Capex, around bins purchases has been rephrased across remainder of the year.

WASTE & RECYCLING VOLUMES

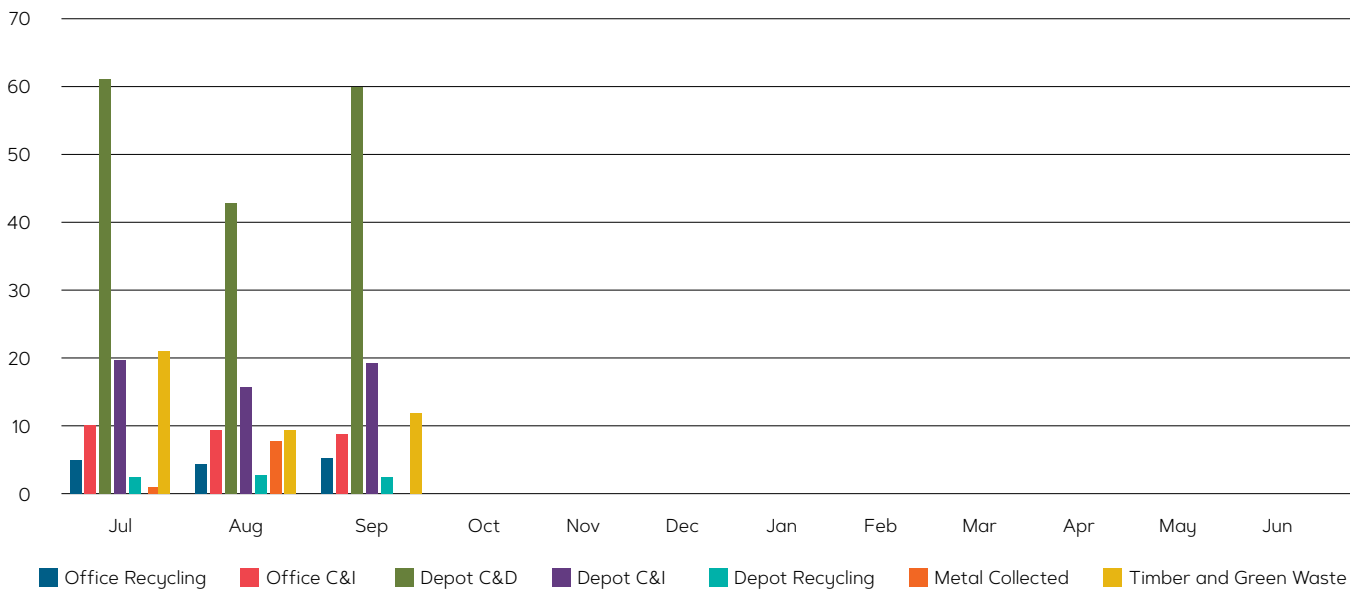
KERBSIDE RECYCLING



Comment: Kerbside recycling volumes have decreased as a result of glass diversion from the yellow top bin and a greater emphasis on diverting contaminated loads.

Council's waste & recycling volumes

2020-2021 COUNCILS WASTE AND RECYCLING TOTALS COLLECTED BY IWS

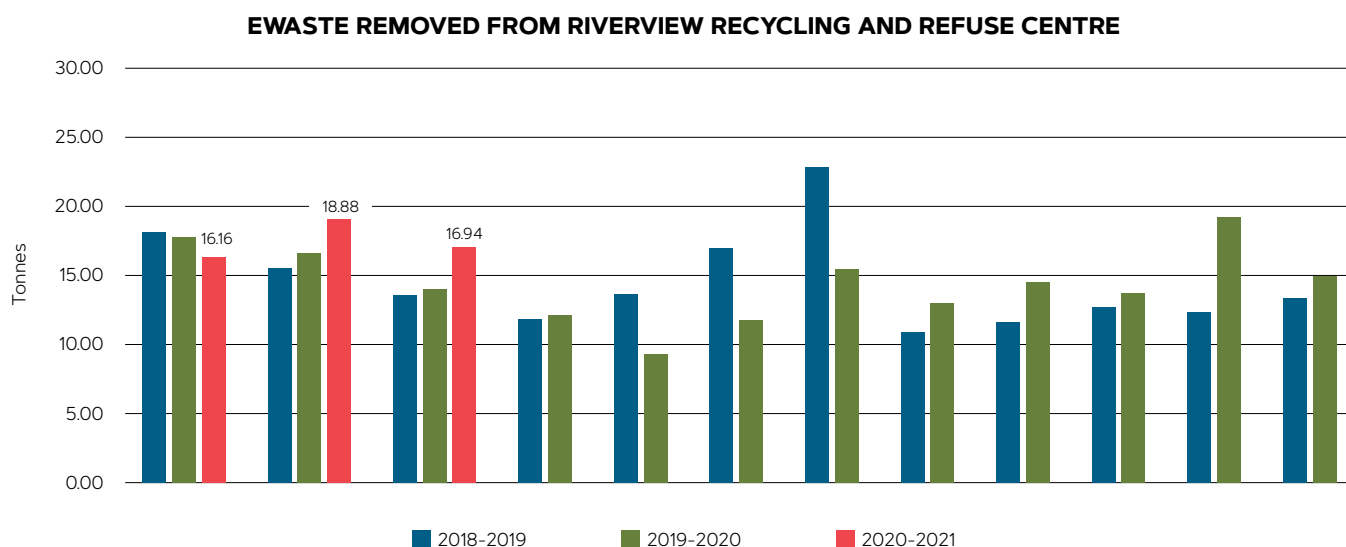


RECYCLING AND REFUSE CENTRE DATA

Customer Numbers

RECYCLING AND REFUSE CENTRES DOMESTIC CUSTOMER DATA						
	Riverview			Rosewood		
Month / Year	2018-2019	2019-2020	2020-2021	2018-2019	2019-2020	2020-2021
Jul	8,313	8,948	10,742	867	739	954
Aug	7,978	9,402	12,493	812	744	1,113
Sep	8,069	9,475	11,650	935	809	1,055
Oct	9,647	8,501		859	765	
Nov	9,584	7,631		892	750	
Dec	12,670	10,531		1,243	924	
Jan	12,564	11,303		1,090	994	
Feb	8,033	10,166		774	865	
Mar	8,413	11,658		750	983	
Apr	10,260	11,880		875	1,153	
May	8,260	13,225		725	1,219	
Jun	8,144	10,347		651	956	
Total Year to Date	111,935	123,067		10,473	10,901	

Ewaste volume



DELEGATION REPORTING

Officer Attendance at Inspections, Deputations, Conferences, Meetings, Training and Other Functions

In respect to attendances at inspections, deputations, conferences, meetings, training and other functions involving overnight accommodation or travel by air, the Ipswich Waste Services Manager is required to report at three monthly intervals to council regarding approvals granted under this delegation.

DETAILS OF ATTENDANCE

Nil

Approved Study Leave

In respect to approved study leave, the Ipswich Waste Services Manager is required to report at three monthly intervals to council regarding approvals granted under this delegation.

APPROVED STUDY LEAVE

Nil

Approved refunds and NIL write offs

JULY - SEPTEMBER 2020									
NO BAD DEBTS WRITTEN OFF FOR JULY TO SEPTEMBER QUARTER									
Transaction	Debtor Name	Transaction Date	Amt inc GST	Amt ex-GST	GST	Location	Reason	Date of Write Off	Authorisation
1	RR&C	8/06/2020	\$80.00	\$72.73	\$7.27	Riverview Refuse & Recycling Centre	Financial Hardship relief	9/07/2020	Resource Recovery Manager
2	RR&C	7/06/2020	\$56.00	\$50.91	\$5.09	Riverview Refuse & Recycling Centre	Disputed Transaction	9/07/2020	Resource Recovery Manager
TOTALS:			\$136.00	\$123.64	\$12.36				

ASSET DISPOSAL

The following asset/s were written off from the Portable and Attractive Asset Register in July, August and September 2020.





- N/A



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