

IPSWICH CITY COUNCIL ■ CITY OPERATIONAL PLAN

2025-2026



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CITY OPERATIONAL PLAN 2025–2026

Delivering iFuture outcomes through projects and programs.

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

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



HOW TO READ THIS PLAN

Outcomes

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

Themes

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

iFUTURE THEMES



VIBRANT AND GROWING



SAFE, INCLUSIVE AND CREATIVE



NATURAL AND SUSTAINABLE



A TRUSTED AND LEADING ORGANISATION

THEME 1

VIBRANT AND GROWING OUR OUTCOMES FOR 2026

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



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

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Deliverables – Catalyst and Operational

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

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

Lead Delivery Department

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

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

VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

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SAFE, INCLUSIVE AND CREATIVE

OUR OUTCOMES FOR 2026

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



DELIVERABLES

LEAD DELIVERY DEPARTMENT

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

NATURAL AND SUSTAINABLE

OUR OUTCOMES FOR 2026

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



DELIVERABLES

LEAD DELIVERY DEPARTMENT

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

A TRUSTED AND LEADING ORGANISATION

OUR OUTCOMES FOR 2026

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



DELIVERABLES

LEAD DELIVERY DEPARTMENT

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

LEGISLATIVE COMPLIANCE

City Operational Plan

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

Managing risk

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

Ipswich City Council has adopted an Enterprise Risk Management Framework that promotes a standard and systemic approach to risk management throughout council in accordance with AS/NZS ISO 31000:2018.

All identified risks associated with council activities are monitored on a regular basis and/or escalated for review within internally prescribed timeframes. Corporate risks are reviewed every two months. Operational risks applicable at departmental level are reviewed every three months. Council's Executive Leadership Team (ELT) Risk Committee in December 2020 approved and endorsed the Five-Year Risk Maturity Road Map for 2021 to 2025, to ensure the continued development of council's Enterprise Risk Management Framework and create a benchmark risk management model among other local governments.



GLOSSARY

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



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