

IPSWICH CITY COUNCIL ■ CORE BUSINESS SERVICES

2021-2022



Adopted 24 June 2021

CORE BUSINESS SERVICES 2021-2022

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

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


The expenditure presented in the following core business services summaries does not represent the complete council budget. The total council budget also includes depreciation expense, interest expense and other accounting adjustments which are not included in the service summaries.

OUR CURRENT SERVICE CATEGORIES ARE:

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



Please note, these reports represent a point in time and may be amended throughout the year. The resourcing data included is for the 2021-2022 financial year only and may be subject to change.

ANIMAL MANAGEMENT SERVICES



RESPONSIBILITY		Planning and Regulatory Services Department							
<ul style="list-style-type: none"> Management of animal registrations, complaint response, public education and pound services. 									
RESOURCES	FTE	14.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	2,123	EXPENSES \$	3,507	NET \$	-1,384
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION							
	OUTCOMES	<ul style="list-style-type: none"> We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Provision of animal management services including animal registration, impoundment, containment and control Animal related incident and complaint response Animal related enforcement and education initiatives 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							



ARTS AND CULTURAL SERVICES


RESPONSIBILITY		Community, Cultural and Economic Development Department							
		<ul style="list-style-type: none"> Promote and program annual exhibitions and artistic events ensuring a balance of community, professional and culturally diverse experiences are delivered annually. Present, produce and promote innovative, culturally diverse and high quality local, national and international performing arts programs. Support and work with local creative community to assist in the development of their capabilities and utilisation of council facilities. 							
RESOURCES	FTE	33.5	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	1,582	EXPENSES \$	4,732	NET \$	-3,150
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING							
		THEME 2 – SAFE, INCLUSIVE AND CREATIVE							
	OUTCOMES	<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Ipswich is known as a sought after location for business, industry and visitors. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Programming through council facilities Integration of local creative sector in council activities and services Support funding and industry development Delivery of market-based programming through Ipswich Civic Centre Delivery of exhibitions and programming through Ipswich Art Gallery 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> Ipswich Arts and Cultural Strategy evolves with the momentum of the Creators of Ipswich to frame a creative economy, build local capacity, develop partnerships and grow the ecosystem <p>Other highlights:</p> <ul style="list-style-type: none"> Art gallery – Purchase of artwork, upgrade and replacement of furniture, fittings and equipment (funded and delivered as part of the capital works program) Ipswich Civic Centre/Studio 188/North Ipswich Reserve Corporate Centre – upgrade and replacement of furniture, fittings and equipment (funded and delivered as part of the capital works program) 							

CITY EVENTS AND MARKETING SERVICES

RESPONSIBILITY		Community, Cultural and Economic Development Department							
		<ul style="list-style-type: none"> City Events operate to attract, support and produce a diverse program of annual events that engage the community, promote Ipswich as a destination, drive visitation and positively impact on business and industry. Marketing Services supports all areas of council in the delivery of design, marketing, production and digital support. 							
RESOURCES	FTE	28.2	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	271	EXPENSES \$	5,831	NET \$	-5,560
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 - VIBRANT AND GROWING							
		THEME 2 - SAFE, INCLUSIVE AND CREATIVE							
	OUTCOMES	<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Ipswich is known as a sought after location for business, industry and visitors. The Ipswich brand is positive and inclusive. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Development, production and delivery of the City Events Plan Festival of Horsepower Anywhere Festival Planes, Trains and Autos SPARK Ipswich Galvanized Heritage Festival Christmas in Ipswich 				<ul style="list-style-type: none"> City event capacity building Support funding and industry development Event attraction Civic event and commemorations Design, marketing, production and digital support Marketing strategy Ipswich.qld.gov.au management 			
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> City Events Plan 2021-2022 and Destination Development Plan 2021-2022 which generate regionally significant awareness, engagement and visitation driving positive social and economic impact <p>Other highlights:</p> <ul style="list-style-type: none"> Civic Events and Commemorations Plan which celebrates and supports significant community affairs 							





CITY MAINTENANCE - FACILITIES

RESPONSIBILITY		Infrastructure and Environment Department							
		<ul style="list-style-type: none"> Facility maintenance of council properties including office accommodation, depots, performing arts buildings, libraries, art galleries, sports complexes, community buildings, park and reserve assets and aquatic centres. Maintenance is essential to ensure facilities are fit for their intended purpose and asset lifecycles are maximised. Activities include building trade maintenance, cleaning of buildings, parks and civic areas, park and playground maintenance. 							
RESOURCES	FTE	50.8	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	1,426	EXPENSES \$	11,869	NET \$	-10,443
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 - VIBRANT AND GROWING							
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Audit water efficiency of council facilities Cleaning of council facilities including air-conditioning units, office accommodation and internal bins Inspect, maintain and clean public facilities including playground equipment, barbeques in parks and park pathways Manage and coordinate park maintenance Provide and maintain council facility uninterrupted power supply Graffiti removal, issue graffiti kits and manage the supply of the graffiti trailer Respond to requests to clean and maintain public facilities, roadside furniture and shade sails Syringe collection and disposal Test and tag council facility electrical equipment Broken glass request management Respond to council facility requests regarding air-conditioning, carpentry, electrical, painting, plumbing, pest control and signage 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							




CITY MAINTENANCE – OPEN SPACE

RESPONSIBILITY		Infrastructure and Environment Department							
<ul style="list-style-type: none"> Maintenance of parks (including mowing), sports facilities, vegetated assets, street sweeping, urban footpaths, major thoroughfares, drainage reserves and basins. 									
RESOURCES	FTE	117.1	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	447	EXPENSES \$	20,663	NET \$	-20,216
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING 							
		THEME 3 – NATURAL AND SUSTAINABLE 							
	OUTCOMES	<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Ipswich is celebrated as a clean, green, circular economy city. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection. Our natural environment is managed to support the continuation of traditional cultural practices. 							
CORE SERVICE ACTIVITIES	<ul style="list-style-type: none"> Maintain and mow drainage reserves, council-owned vacant land, road reserves, median strips, roundabouts and road islands Remove litter along road reserves and in parks Respond to illegal dumping in parks and on roadside Inspect and maintain park gardens Maintain fire trails Mow grass in parks and edge footpaths Spray for weeds and insects in parks, footpaths and median strips Manage city street sweeping Maintain level 1 and 2 sporting facilities Cemetery maintenance 								
HOW WE MEASURE	<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 								
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022	-								




CITY MAINTENANCE – ROADS AND DRAINAGE


RESPONSIBILITY		Infrastructure and Environment Department								
<ul style="list-style-type: none"> Maintenance of road infrastructure (sealed and gravel), including footpaths and drainage systems. 										
RESOURCES	FTE	610	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	3,653	EXPENSES \$	12,152	NET \$	-8,499	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING								
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. 								
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Inspect and maintain gross pollutant traps Inspect gravel roads Maintain line-marking Maintain state-owned roads Maintain stormwater systems Manage quarry/pit operations Respond to requests for line-marking and pothole repair Respond to requests for maintenance of bridges, footpaths, gravel roads, bikeways, kerb and channel, roads and signage 								
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 								
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-								



CITY MAINTENANCE – TECHNICAL SUPPORT AND AQUATICS


RESPONSIBILITY		Infrastructure and Environment Department							
		<ul style="list-style-type: none"> Manage civil infrastructures within road and drainage reserves including planning, design and maintenance of street lights, maintenance of traffic signals, flashing school zone signs, speed awareness signs and sport field lighting. Road reserve management including speed limit review and public utility alignment approvals, review and approval of over-dimension and heavy load applications and review of road closure for major events. Coordination of activities relating to swimming facilities, lease management, indoor sports centres and gyms and Camira Community Centre. City Maintenance planning and monitoring activities. 							
RESOURCES	FTE	4.6	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	8,569	NET \$	-8,569
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING 							
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Assess National Heavy Vehicle Regulator (NHVR) access consent requests Audit programmed lighting corridor Respond to requests for streetlight improvements Respond to requests for traffic signal maintenance Ensure community access to swimming facilities Inspect condition of swimming facilities Swimming facility maintenance including regular water testing Inspect swimming facilities for WHS compliance 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							

CITY MAINTENANCE - URBAN FOREST AND NATURAL AREA


RESPONSIBILITY		Infrastructure and Environment Department							
		<ul style="list-style-type: none"> Provision of the free plant program from nursery and mobile nursery locations. Manage arboriculture and streetscape assets as well as bushland reserves, unmade road reserves and fire maintenance in natural areas. Provide water truck services. 							
RESOURCES	FTE	431	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	25	EXPENSES \$	8,395	NET \$	-8,370
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 3 - NATURAL AND SUSTAINABLE 							
	OUTCOMES	<ul style="list-style-type: none"> Ipswich is celebrated as a clean, green, circular economy city. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection. Our natural environment is managed to support the continuation of traditional cultural practices. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Inspect and maintain facilities at bushland reserves Inspect and maintain streetscape gardens and trees and unmade road reserves Proactively improve streetscaping Provide free plants from the nursery and mobile nursery Maintain council facility indoor plants Respond to requests for roadside tree planting Respond to requests for streetscape tree pruning Respond to requests for water truck service Respond to requests to remove trees/stumps from footpaths Root barrier/tree protection zone program 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							



COMMUNITY DEVELOPMENT AND RESEARCH


RESPONSIBILITY		Community, Cultural and Economic Development Department							
<ul style="list-style-type: none"> Community Development and Research strives to strengthen the local community for a resilient future that is inclusive, welcoming, connected and healthy. This is achieved by building community group capability and strengthening local community services. 									
RESOURCES	FTE	20.4	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	3,422	EXPENSES \$	4,052	NET \$	-630
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 - SAFE, INCLUSIVE AND CREATIVE 							
	OUTCOMES	<ul style="list-style-type: none"> Knowledge and learnings from our past are used to guide and be shared with future generations. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions. Cultural landscapes, landmarks and practices are acknowledged, protected and respected. Our community has access to the services they need particularly health and social services. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times. There are high levels of volunteering in the city. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Community Development Strategy implementation Community engagement through programs such as the Ipswich Youth Advisory Council Home Assist Program Community Funding and Support: <ul style="list-style-type: none"> Major and Minor Funding Quick Response Funding Small Business Support Funding Regional Arts Development Funding In-Kind Assistance 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Shape Your Ipswich engagement 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> Commence the Strengthening Ipswich Communities Plan Indigenous Accord 2020-2025 phased implementation Community Development Strategy implementation responding to community needs and growth <p>Other highlights:</p> <ul style="list-style-type: none"> Stronger Communities Program 							

COMMUNITY HEALTH AND EDUCATION

RESPONSIBILITY			Planning and Regulatory Services Department						
<ul style="list-style-type: none"> ▪ Delivery of vaccinations in community and school clinics. ▪ Provision of education programs and events to the community. 									
RESOURCES	FTE	4.5	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	183	EXPENSES \$	480	NET \$	-297
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 - SAFE, INCLUSIVE AND CREATIVE							
	OUTCOMES	<ul style="list-style-type: none"> ▪ Our community has access to the services they need particularly health and social services. ▪ We work alongside other agencies and groups in crime prevention and health promotion efforts for the community. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> ▪ Immunisation services provided to community and school clinics ▪ Manage regulatory education programs such as Safe School Parking, Responsible Pet Ownership and Pest Animals and Plants ▪ Manage development education programs such as Land Use and Development Planning 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> ▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) ▪ Population and Demographic Profile ▪ Shape Your Ipswich engagement 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							



COMMUNITY SAFETY

RESPONSIBILITY		Community, Cultural and Economic Development Department								
		<ul style="list-style-type: none"> ▪ Collaboration in addressing strategies for community safety and policing. ▪ Provision of safety and security services across council. 								
RESOURCES	FTE	7.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	3,915	NET \$	-3,915	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 – SAFE, INCLUSIVE AND CREATIVE								
	OUTCOMES	<ul style="list-style-type: none"> ▪ Our community feels safe. ▪ We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times. ▪ We work alongside other agencies and groups in crime prevention and health promotion efforts for the community. 								
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> ▪ Community safety including Safe City operations ▪ Fire and emergency planning and maintenance ▪ Security services such as safety patrols, mobile security patrols and key and facility access management 								
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> ▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) 								
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Other highlights:</p> <ul style="list-style-type: none"> ▪ Ipswich Central Community Safety Strategy ▪ Community Safety and Innovation – upgrade and replacement of CCTV cameras and equipment, and upgrade of security systems (funded and delivered as part of the Capital Works Program) 								





Rotation by @mrs_s_photos
Vision For Ipswich Photo Competition Entrant 2020




After rainfall by @archerfox_photography
Vision For Ipswich Photo Competition Entrant 2020

CONSTRUCTION CITY ASSETS

RESPONSIBILITY		Infrastructure and Environment Department Coordination and Performance Department							
		<ul style="list-style-type: none"> ▪ Successful delivery of the capital works program including corporate projects. ▪ Continued development and operation of the Nicholas Street Precinct. 							
RESOURCES	FTE	13.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	1,387	EXPENSES \$	6,365	NET \$	-4,978
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 - VIBRANT AND GROWING 							
	OUTCOMES	THEME 4 - A TRUSTED AND LEADING ORGANISATION  <ul style="list-style-type: none"> ▪ Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. ▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> ▪ Tender management and contract administration ▪ Management of construction project delivery ▪ Work Health and Safety implementation ▪ Stakeholder engagement and capital project community communications management ▪ Project cost and estimation advice ▪ Provision of technical advice ▪ Assistance with complex maintenance requests ▪ Operations of the Nicholas Street Precinct including Tulumur Place and 1 Nicholas Street 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> ▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Continued development of the Nicholas Street Precinct ▪ Deliver major road upgrades to Redbank Plains and Springfield ▪ Partner to deliver the Brisbane Lions Centre and Training Facility ▪ Successful delivery of the Capital Works Program <p>Other highlights:</p> <ul style="list-style-type: none"> ▪ Nicholas Street Precinct Redevelopment – construction and related costs of Tulumur Place, 1 Nicholas Street and retail precincts (funded and delivered as part of the capital works program) ▪ Lions Sports Stadium Springfield – contribution towards development of Lions Sports Stadium at Springfield (funded and delivered as part of the capital works program) 							

DESTINATION DEVELOPMENT

RESPONSIBILITY		Community, Cultural and Economic Development Department							
		<ul style="list-style-type: none"> Destination Development delivers marketing and industry development to increase visitor awareness, engagement and visitation. 							
RESOURCES	FTE	6.9	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	112	EXPENSES \$	910	NET \$	-\$798
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 - VIBRANT AND GROWING 							
	OUTCOMES	<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience. Ipswich is known as a sought after location for business, industry and visitors. There is increased employment and a variety of educational opportunities across the city, especially for young people. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Implementation of the Ipswich Destination Management Plan Destination marketing and publicity Integration with regional, state and national tourism authorities Industry development through programs such as the Ipswich Tourism Operators Network Development and distribution of the annual Discover Ipswich visitor guide Management of the Ipswich Visitor Information Centre 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> City Events Plan 2021-2022 and Destination Development Plan 2021-2022 which generate regionally significant awareness, engagement and visitation driving positive social and economic impact 							





ECONOMIC DEVELOPMENT


RESPONSIBILITY	Community, Cultural and Economic Development Department
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- Strengthen the local economy and build prosperity by:
 - creating the right conditions for economic growth
 - partnering with local Chambers to build local business capability
 - facilitating and supporting projects that are beneficial to the area
 - advocating for regionally significant projects.

RESOURCES	FTE	10.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	12	EXPENSES \$	2,716	NET \$	-2,704
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	THEME	THEME 1 – VIBRANT AND GROWING 							
		THEME 4 – A TRUSTED AND LEADING ORGANISATION 							
CORPORATE PLAN 2021-2026 ALIGNMENT	OUTCOMES	<ul style="list-style-type: none"> ▪ Our city’s design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. ▪ Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. ▪ Our strategic planning enables us to prepare and respond to the city’s rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. ▪ Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience. 	<ul style="list-style-type: none"> ▪ Ipswich is known as a sought after location for business, industry and visitors. ▪ There is increased employment and a variety of educational opportunities across the city, especially for young people. ▪ Ipswich continues to be an affordable city to live in. ▪ Our city centres are alive with dining and entertainment for people to engage in that’s open seven days a week and late at night. ▪ We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services. 						
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> ▪ Local business support and growth programs ▪ Local business investment support and facilitation ▪ Inbound investment attraction ▪ Advocacy and major projects, including business case development 	<ul style="list-style-type: none"> ▪ Business and industry relationship management ▪ Promotion and marketing campaigns to drive economic development outcomes ▪ Catalytic projects to bring stakeholders together and drive job growth (e.g. Ipswich Central) 						
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> ▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) ▪ Economic and employment data 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Ipswich Central Revitalisation Project to deliver a Precinct Positioning Framework and Place Plans for ‘Top of Town’ and ‘Ipswich Central Core’ ▪ Small Business Friendly Council progress focused on local business support, business attraction and red tape reduction ▪ Ipswich to Springfield Central Public Transport corridor options analysis and business case development ▪ Indigenous Accord 2020–2025 phased implementation ▪ Industrial Land and Investment Strategy delivered with an action plan to position, profile and attract measurable growth <p>Other highlight:</p> <ul style="list-style-type: none"> ▪ Regionally Significant Project Advocacy Plan development 							


ELECTED COUNCIL SUPPORT

RESPONSIBILITY		Coordination and Performance Department							
<ul style="list-style-type: none"> Administrative support for elected representatives, Office of the Mayor support services. 									
RESOURCES	FTE	15.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	1,865	NET \$	-1,865
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. We are trusted by our community. We are leaders in good governance. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. We are transparent and evidence based in our planning, reporting and decision-making. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Administrative support services for councillors and the office of the Mayor ensuring all legislative obligations are met 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> Provide more opportunities for our elected representatives to interact with community members 							


Note: The above costs do not include Mayor and Councillor remuneration, including allowances, totalling \$1.56 million.



FINANCIAL SERVICES


RESPONSIBILITY		Corporate Services Department							
<ul style="list-style-type: none"> Provision of full financial services, accounting, taxation, budgeting, modelling and revenue operations including rates. 									
RESOURCES	FTE	43.5	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	1,977	EXPENSES \$	6,287	NET \$	-4,310
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. We are trusted by our community. We are leaders in good governance. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. We are transparent and evidence based in our planning, reporting and decision-making. We are financially sustainable. Construction and maintenance of council's assets are managed to meet the community's needs and growth. We support local businesses to be competitive in council procurement opportunities. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Accounts receivable Banking operations and management Budgeting and modelling Credit risk management Debt portfolio management Financial reporting and analysis Taxation compliance Funds management Rates operations and property administration Recoveries and collections Supplier payment operations and management Provision of financial data for inclusion on the Transparency and Integrity Hub 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Buy Ipswich – percent procurement to local businesses and support of local businesses Staff engagement survey Financial Sustainability Ratios Transparency and Integrity Hub reports and engagement 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							

FLEET


RESPONSIBILITY		Infrastructure and Environment Department							
<ul style="list-style-type: none"> Services associated with the maintenance and management of council's plant, equipment, heavy and light vehicles. 									
RESOURCES	FTE	37.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	14,976	EXPENSES \$	10,343	NET \$	4,633
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> Construction and maintenance of council's assets are managed to meet the community's needs and growth. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Allocate fuel cards Dispose of fleet assets including light vehicles, major and minor plant, truck and specialty plant equipment Fleet and plant management Manage individual fuel purchases and in-field fuel usage Respond to internal requests for metal design and fabrication Respond to requests for after-hours vehicle maintenance Respond to requests for reactive passenger-vehicle maintenance Service of major plant and passenger vehicles, minor and specialty plant equipment and trucks Supply of major plant and passenger vehicles, minor and specialty plant equipment and trucks 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							




GOVERNANCE

RESPONSIBILITY		Corporate Services Department Coordination and Performance Department Planning and Regulatory Services Department							
		<ul style="list-style-type: none"> This category includes the work of multiple branches including Planning and Regulatory Services Business Support, Executive Services, Internal Audit, Legal and Governance, Insurance, Risk, and People and Culture Organisational Change Management. 							
RESOURCES	FTE	44.3	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	225,165	EXPENSES \$	6,947	NET \$	218,218
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. We are trusted by our community. We are leaders in good governance. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. We are transparent and evidence based in our planning, reporting and decision-making. 				<ul style="list-style-type: none"> Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice. We are financially sustainable. Our people are valued, engaged, supported and empowered to deliver at their best. Construction and maintenance of council's assets are managed to meet the community's needs and growth. We support local businesses to be competitive in council procurement opportunities. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter. 			
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Boundary reviews Local government elections Provision of vision, strategy, planning and project management Program of internal audits and management of external audits Management of the Faircall Hotline Corrupt conduct investigations Coordination and oversight of regionally significant events Response to ombudsman enquiries Local Law development Organisational change management Maintenance of Authorised Persons Register 				<ul style="list-style-type: none"> Insurance management Risk and issue management Development and management of council delegations and sub-delegations Development and management of council policies and supporting procedures Record management and storage Litigation management Provision of legal advice Committee and council meeting support Council committee meetings and briefings Council ordinary and special meetings Contributions to projects/SEQ City Deals Memberships 			
HOW WE MEASURE		This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures: <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey Transparency and Integrity Hub reports and engagement 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		Deliverables: <ul style="list-style-type: none"> Enhance council's Open Data initiative Enhance council's Transparency and Integrity Hub Records and archiving project 							



ICT SERVICES, STRATEGY AND PROJECT DELIVERY

RESPONSIBILITY		Corporate Services Department							
		<ul style="list-style-type: none"> Provision of a range of technology, systems and services to council. 							
RESOURCES	FTE	35.7	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	527	EXPENSES \$	16,649	NET \$	-16,122
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice. We are financially sustainable. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Digital services (identify digital solutions) Business engagement Research, innovation and automation ICT strategic planning and operations Data architecture Solution architecture Business intelligence Program reporting Business analysis Respond to ICT service requests, incidents and disruptions Manage network, server and storage infrastructure Business systems support and maintenance Cyber security and risk management Technology asset management Business continuity and disaster recovery Investment planning and activities ICT contract value management Licensing and software management Telecommunications provision to infrastructure projects Provision of free Wi-Fi 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey Transparency and Integrity Hub reports and engagement 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> Complete ICT Strategic Plan roadmap initiatives for 2021/2022 Implement the data management strategy Implement Enterprise GIS platform Complete the delivery of all components of the ICT Business Case for Change Deliver and optimise the ICT Cloud and Disaster Recovery Initiative <p>Other highlights:</p> <ul style="list-style-type: none"> Information Communications and Technology - upgrade and replacement of hardware, equipment and software to maintain and operate council's information communication and technology systems and infrastructure (funded and delivered as part of the capital works program) 							


INFRASTRUCTURE STRATEGY AND PLANNING

RESPONSIBILITY		Infrastructure and Environment Department							
		<ul style="list-style-type: none"> Infrastructure planning, strategy and policy development as well as network management and asset management (incl. condition assessments for all asset classes) to inform and guide investment decisions. 							
RESOURCES	FTE	46.6	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	104,427	EXPENSES \$	8,124	NET \$	96,303
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING 							
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Develop new flood studies, plans and maintain the currency of council's repository of flood studies, stormwater models and associated plans Maintain Floodplain Management Strategy (FMS) and prioritise flood mitigation projects Respond to requests related to flood and drainage, pedestrian issues and requests for specialist and expert advice across all asset classes Forecast and manage infrastructure asset demand, portfolio and program Develop and update transport models, contribute to Integrated Transport Plan and plan public transport infrastructure Prepare strategies and undertake planning activities for council's infrastructure assets (road network, transport system, traffic signal network, traffic corridors) including operation, maintenance, improvement and disposal Plan open space, parks, reserves, sports and recreational facilities network Respond to requests for changes or improvements to road network, bikeways, bridges, drainage, footpath, kerb and channel, school road safety, traffic calming, traffic management, traffic signals, new park infrastructure and roadside furniture Respond to requests for maintenance and/or replacement of parking meters Respond to request for new drainage, stormwater, kerb and channel Water Cycle Planning Coordinate strategic traffic, intersections and pedestrian, cycle counts and data collection Develop road safety, traffic management and parking strategy 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> Commence implementation of the Active Ipswich Strategy Engage with Australian Rail Track Corporation (ARTC) in regard to the impacts of the Inland Rail Project to the LGA <p>Other highlights:</p> <ul style="list-style-type: none"> In partnership with Planning and Regulatory Services Department, prepare the new Local Government Infrastructure Plan 							



LIBRARY AND CUSTOMER SERVICES

RESPONSIBILITY		Community, Cultural and Economic Development Department							
<ul style="list-style-type: none"> Deliver a seven-day-a-week library service including access and opportunity for learning, participation and skills development in ways that meet the community's needs. Promote our libraries, provide literature programs, provide community training, provide literacy programs, select and manage library materials, provide library research, provide community access to innovative technologies and access to community spaces. Provide a customer service function via the Contact Centre and Customer Service teams for the majority of council services. Improve the customer experience and whole-of-council customer culture. 									
RESOURCES	FTE	122.4	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	2,015	EXPENSES \$	15,365	NET \$	-13,350
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 2 - SAFE, INCLUSIVE AND CREATIVE						
	THEME		THEME 4 - A TRUSTED AND LEADING ORGANISATION						
	OUTCOMES		<ul style="list-style-type: none"> The Ipswich brand is positive and inclusive. Our community has access to the services they need particularly health and social services. Knowledge and learnings from our past are used to guide and be shared with future generations. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice. We are trusted by our community. 						
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"> External group library promotions Library activities and events Library and community activities, events and training Customer relationship management Customer service counter Property information provision External party relationship management Library material loans Library reference and research 				<ul style="list-style-type: none"> Provision of community internet access Contact centre services Electronic resource subscriptions Library pod servicing Home library service Digital literacy events Heritage events Picture Ipswich program Youth events 		
HOW WE MEASURE			<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey 						
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022			<p>Deliverables:</p> <ul style="list-style-type: none"> Ipswich Libraries Strategy delivered to prescribe the products, services and facilities desired to support the range of Ipswich communities Customer Experience Strategy finalisation and phased implementation <p>Other highlights:</p> <ul style="list-style-type: none"> Library services – upgrade and replacement of furniture and fittings, library pod deployment and logistics hub fit out (funded and delivered as part of the capital works program) 						

LOCAL LAWS AND REGULATORY COMPLIANCE SERVICES

RESPONSIBILITY		Planning and Regulatory Services Department							
		<ul style="list-style-type: none"> ▪ Parking management, illegal dumping and littering activities, neighbourhood nuisance issues and traffic control approvals. ▪ Abandoned vehicles, vector, weed and pest management. ▪ Management of animal registrations, complaint response, public education and pound services. 							
RESOURCES	FTE	33.8	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	2,750	EXPENSES \$	4,513	NET \$	-1,763
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> ▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone. ▪ We are trusted by our community. ▪ We are leaders in good governance. ▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> ▪ Manage regulated activities such as parking, environmental and public health, amenity, graffiti on private property, animals, abandoned vehicles, land use, storm water/overland flows, smoke nuisance, dust nuisance, construction and development activities ▪ Manage the Biosecurity Plan ▪ Illegal dumping program in partnership with the State Government ▪ Management of the contract for pound services ▪ Regulation and management of animals ▪ Assessment and regulation of animal permits/licences ▪ Assessment and management of works on Local Government controlled roads ▪ Regulate amenity and nuisance related to the local laws ▪ Educative services for local laws and parking ▪ Regulate biosecurity related matters ▪ Vector pest management ▪ Investigation and prosecution of animal management, local law, parking and permit related breaches ▪ Local law development ▪ Cemetery management ▪ Incident and complaint response, education and enforcement 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> ▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> ▪ Strengthen our programs to deter illegal dumping and littering 							

MEDIA AND COMMUNICATION

RESPONSIBILITY		Coordination and Performance Department							
		<ul style="list-style-type: none"> Internal and external communications, social media, media monitoring and relationship management. Internal relationship building, project delivery, networking and community engagement. 							
RESOURCES	FTE	13.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	1,947	NET \$	-1,947
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 – SAFE, INCLUSIVE AND CREATIVE 							
	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> The Ipswich brand is positive and inclusive. The community feels heard and engaged and we close the loop with our consultation. We are trusted by our community. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Content creation and channel management such as Ipswich First and social media platforms Internal communications Media management (proactive and reactive) including media monitoring Community engagement advice, delivery and support Community engagement on key corporate projects using Shape Your Ipswich Coordination and facilitation of Community Reference Groups 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							



NATURAL ENVIRONMENT AND LAND MANAGEMENT

RESPONSIBILITY	Infrastructure and Environment Department
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- Conservation estate planning and project delivery, Indigenous and cultural heritage assessment and projects under the accord (formerly Indigenous Land Use Agreement), bushfire risk management, revegetation and habitat improvement, strategic environmental offset delivery and planning voluntary conservation agreements, waterways and catchment monitoring, management and rehabilitation, disturbed land management and monitoring, biodiversity and protected species management, and recovery planning.

RESOURCES	FTE	210	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	4,775	EXPENSES \$	6,479	NET \$	-1,704
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CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 3 - NATURAL AND SUSTAINABLE 
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CORPORATE PLAN 2021-2026 ALIGNMENT	OUTCOMES	<ul style="list-style-type: none"> Ipswich is celebrated as a clean, green, circular economy city. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection. Our waterway health is improved. Our natural environment is managed to support the continuation of traditional cultural practices.
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CORE SERVICE ACTIVITIES	<ul style="list-style-type: none"> Manage landholder conservation programs including incentives, grants, workshops, technical advice and support Manage conservation estates including assess and prioritise strategic conservation acquisitions (Enviroplan), master planning, management plans and strategies, plan and facilitate compliance programs, and visitor management services Provide technical advice and information on conservation management, habitat protection and biodiversity (including waterways) to for the planning scheme Provide specialist strategic advice and management of citywide nature conservation, biodiversity and natural area management matters Respond to enquires both internally and externally relating to natural area planning, biodiversity management, waterway health and water quality Waterway health monitoring, planning and improvement projects Technical advice on biodiversity matters and state biodiversity policies/legislation, planning assistance and project identification for natural area network Assess and administer bush care program applicants and programs Coordinate healthy waterways clean-up program and riparian revegetation projects Connect and collaborate with Ipswich Rivers Improvement Trust and Bremer River Network Plan, coordinate and deliver Council of Mayors resilient river initiatives Delivery of the Ipswich Enviro Awards Develop creek corridor/improvement plans Ecotourism feasibility study Environmental compliance Plan, administer and deliver water quality offsets Plan, manage and deliver the disturbed land management program (DLMP) Provide environmental education and awareness to the schools and communities Floodplain management, assist with flood intelligence and forecasting Provide Queens Park Environmental Centre operational support and planning Fire management planning and stakeholder liaison Flying-fox management services and legislative advice Maintain significant species register and contribute information to key council documents and decisions including the Ipswich Planning Scheme Manage Indigenous affairs pertaining to the accord and cultural heritage clearances Manage the administration of all volunteering programs for environment-based opportunities at council Pest control within councils reserves and estates Support the community with environmental and sustainable projects Vegetated storm water asset management Coordination of the assessment of development applications in relation to natural environment and land management
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HOW WE MEASURE	<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> ▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) ▪ Waterway Health Report Card
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022	<p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Finalise the Urban Greening plan and commence the Nature Conservation Strategy as part of the Green Corridors Strategy ▪ Develop a Natural Environment Policy and Strategy <p>Other highlights:</p> <ul style="list-style-type: none"> ▪ Enviroplan Projects: <ul style="list-style-type: none"> - Acquisition of significant nature conservation land and loan servicing - Community nature conservation partnerships and support - Nature conservation planning - Embellishment, capital and operational management investment within the Natural Area Estate




PEOPLE AND CULTURE

RESPONSIBILITY		Corporate Services Department							
<ul style="list-style-type: none"> Support and enable values-aligned performance, behaviour and decision making across the organisation and contribute to measurable outcomes by impacting and continuously improving organisational capability and culture through strategic, operational and administrative services, advice, support, projects and interventions. 									
RESOURCES	FTE	22.8	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	264	EXPENSES \$	3,240	NET \$	-2,976
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We are leaders in good governance. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice. Our people are valued, engaged, supported and empowered to deliver at their best. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Provide a People and Culture service that supports, engages, leads and skills our workforce Learning and development management including legislated training Organisational development management Organisational structure maintenance Professional development such as the Inspiring Leaders program Staff performance and discipline management Skills development (communications, program management, mental health first aid) Executive and senior leadership development program Industrial and workplace relations Staff survey data collection and analysis Staff recruitment, selection and onboarding Weekly pay-run management Workforce reward and recognition 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> Implement year 1 of 5 of council's People and Culture Strategy 							

PLANNING AND DEVELOPMENT


RESPONSIBILITY		Planning and Regulatory Services Department							
<ul style="list-style-type: none"> Strategic and land use planning. Assessment, determination, management and regulation of development, engineering, building and plumbing applications, food licences, heritage and cemetery management. 									
RESOURCES	FTE	120.5	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	13,652	EXPENSES \$	16,473	NET \$	-2,821
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING							
		THEME 2 – SAFE, INCLUSIVE AND CREATIVE							
		THEME 3 – NATURAL AND SUSTAINABLE							
OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. Knowledge and learnings from our past are used to guide and be shared with future generations. Cultural landscapes, landmarks and practices are acknowledged, protected and respected. Our historical buildings are conserved and enhanced. The Ipswich brand is positive and inclusive. 								
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Manage strategic land use planning and policy Manage development applications and plan signing Carry out development compliance Regulate plumbing and drainage work and backflow prevention devices Advice, education and awareness to residents on legislative requirements for planning, building, pools and plumbing 				<ul style="list-style-type: none"> Engineering approvals for contributions assets Manage permit and licenced activities Assess variances to standards for building work and statutory provisions Regulate building works when certified by council Provision of cultural heritage advice Spatial analysis, modelling and data provision 			
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Population and Demographic Profile Shape Your Ipswich engagement Population Growth Development Activity 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> Continue planning for the new Planning Scheme and Local Government Infrastructure Plan Commence the Strengthening Ipswich Communities Plan <p>Other highlights:</p> <ul style="list-style-type: none"> Planning and Regulatory Services – upgrade of animal management facilities, cemetery facilities and Planning and Development systems (funded and delivered as part of the capital works program) In partnership with Infrastructure and Environment Department, prepare the new Local Government Infrastructure Plan 							

PROCUREMENT


RESPONSIBILITY			Corporate Services Department						
<ul style="list-style-type: none"> Provision of full procurement services for council including sourcing and contract administration activities. 									
RESOURCES	FTE	29.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	33	EXPENSES \$	2,896	NET \$	-2,863
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION							
	OUTCOMES	<ul style="list-style-type: none"> We are financially sustainable. We support local businesses to be competitive in council procurement opportunities. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Implementation of Buy Ipswich approach Implementation of centralised procurement model Implementation of contract management framework Implementation of procurement reporting framework (including forward procurement schedule) Procurement planning and services Procurement spend analysis General purchasing Management of corporate contracts (such as stationery and store inventory, internal courier service) Review of internal stores and annual stocktake 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Buy Ipswich – percent procurement to local businesses and support of local businesses Staff engagement survey 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							






PROPERTY AND FACILITIES

RESPONSIBILITY		Corporate Services Department							
		<ul style="list-style-type: none"> Property acquisition and disposals, lease and tenure management, third party landowner consent, strategic property advice and land ownership. 							
RESOURCES	FTE	5.8	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	102	EXPENSES \$	708	NET \$	-606
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We are financially sustainable. Construction and maintenance of council's assets are managed to meet the community's needs and growth. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Council facility lease management Land acquisition Provision of property information Property disposals including sale of surplus land Property due diligence Easement enquiries, purpose and permitted activities Land acquisition Tenure agreements Leases Licences/permits General tenancy agreements Access and works deeds Road opening and closures (temporary and permanent) Fencing contributions Owner's consents 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverable:</p> <ul style="list-style-type: none"> Finalise the sale of the council buildings in South Street 							


RESOURCE RECOVERY

RESPONSIBILITY		Infrastructure and Environment Department							
<ul style="list-style-type: none"> The management of services relating to liquid and solid waste systems including removal, destruction and waste reduction services. 									
RESOURCES	FTE	81.5	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	45,775	EXPENSES \$	29,290	NET \$	16,485
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 3 – NATURAL AND SUSTAINABLE 							
	OUTCOMES	<ul style="list-style-type: none"> Ipswich is celebrated as a clean, green, circular economy city. Our waterway health is improved. Our natural environment is managed to support the continuation of traditional cultural practices. 							
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"> Bulky item collection Collect and dispose of dead animals Collect pathological waste Collect, destroy and recycle commercial confidential documents Deliver and collect domestic skips, commercial skips and roll-on-roll-off refuse containers Deliver and empty domestic bins – green waste, recycling and refuse Empty commercial refuse, cardboard and co-mingled recycling bins Empty multi-residential refuse bins and public litter bins Respond to requests to deliver, empty and repair all bin types Kerbside bin auditing program 				<ul style="list-style-type: none"> Manage public waste disposal facilities Participating member in the Sub-Regional Alliance for Waste and Resource Recovery Provide commercial liquid waste removal We attract revenue from: <ul style="list-style-type: none"> waste management utility charges recycling and refuse centre charges commercial waste and recycling services other fees and charges Review, maintain and implement council's Waste Reduction and Recycling Plan (Materials Recovery Plan) Strategic waste infrastructure planning Waste administration Provision of some refuse services to Somerset Region 		
HOW WE MEASURE			<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Ipswich Waste Services Corporate Plan 2021-2026 Yearly Performance Outcomes Waterway Health Report Card 						
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022			<p>Deliverables:</p> <ul style="list-style-type: none"> Prepare a program of work and implement parts of the Waste and Circular Economy Transformation Directive program Kerbside Collection Develop a detailed Waste Infrastructure Plan Future waste collection services – FOGO Trial (Food Organics, Garden Organics) Deliver upgrades to Rosewood and Riverview Transfer Stations 						



SPORT AND RECREATION

RESPONSIBILITY		Community, Cultural and Economic Development Department							
		<ul style="list-style-type: none"> Promote and program community participation in healthy activities in council facilities. Support and work with local sporting groups in developing their sustainability, utilisation, activation and engagement of council facilities. Plan and provide technical advice for the provision of programs, facilities, services for sport, physical activity and outdoor recreation. Contribute to the effective identification, acquisition, planning, development, management, maintenance, activation and monitoring of social infrastructure (sport, recreation, open space and community). 							
RESOURCES	FTE	7.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	1,263	NET \$	-1,263
	THEME	THEME 1 – VIBRANT AND GROWING							
		THEME 2 – SAFE, INCLUSIVE AND CREATIVE							
		THEME 3 – NATURAL AND SUSTAINABLE							
CORPORATE PLAN 2021–2026 ALIGNMENT	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth. The Ipswich brand is positive and inclusive. There are high levels of volunteering in the city. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community. 							
CORE SERVICE ACTIVITIES	<ul style="list-style-type: none"> Sport, physical activity and nature-based recreation planning and program delivery Club development program delivery – sustainability; governance; fundraising; volunteer management; financial management Activation and engagement of sport, physical activity and outdoor/nature-based recreation facilities and settings Delivery of the annual Ipswich Sports Awards Sport, physical activity, outdoor recreation and community infrastructure planning advice Sport and outdoor recreation attraction and support in association with City Events team Community (non-sport) asset activation Community, sport and recreation grant funding support in association with Community Development Team 								
HOW WE MEASURE	<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) 								
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022	<p>Deliverable:</p> <ul style="list-style-type: none"> Commence implementation of the Active Ipswich Strategy 								


STRATEGIC AND CORPORATE PLANNING

RESPONSIBILITY			Coordination and Performance Department						
<ul style="list-style-type: none"> Council's Performance branch oversee the delivery of strategic and corporate planning services to ensure integration of planning and reporting, management of external grant funding and delivery of business improvement initiatives. A key component of this service is the oversight of appropriate project management through the Enterprise Program Management Office. 									
RESOURCES	FTE	16.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	2,236	NET \$	-2,236
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION 						
	OUTCOMES		<ul style="list-style-type: none"> We are leaders in advocacy for city shaping opportunities and needs that require support from Federal and State Governments including major infrastructure, policy reform and services. We are leaders in good governance. We are transparent and evidence based in our planning, reporting and decision-making. We are financially sustainable. 						
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"> External funding reporting for programs such as Roads to Recovery and COVID-19 Works for Qld Preparation and management of grant funding submissions Strategic planning for grant funding Long term, strategic and operational planning and reporting such as development of the Annual Plan and Annual Report Development of the policy framework for council Project management of business improvement initiatives Portfolio, program, project management office Collate and analyse research and data to support council planning and decision-making Coordination of Transparency and Integrity Hub content 						
HOW WE MEASURE			<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey Transparency and Integrity Hub reports and engagement 						
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022			<p>Deliverables:</p> <ul style="list-style-type: none"> Finalise the business case for the delivery of the iVolve project to implement a technology solution for council Delivery of iFuture including benchmarking measures <p>Other highlights:</p> <ul style="list-style-type: none"> iVolve project – planning and implementation of council's primary ERP systems (funded and delivered as part of the capital works program) 						

SUSTAINABILITY AND EMERGENCY MANAGEMENT

RESPONSIBILITY		Infrastructure and Environment Department							
<ul style="list-style-type: none"> Sustainability program, climate change program, disaster operations (response and recovery), community preparedness training, support to the SES and Rural Fire Brigade funding. 									
RESOURCES	FTE	7.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	358	EXPENSES \$	1,917	NET \$	-1,559
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 - SAFE, INCLUSIVE AND CREATIVE 							
		THEME 3 - NATURAL AND SUSTAINABLE 							
	OUTCOMES	<ul style="list-style-type: none"> Our community feels safe. Knowledge and learnings from our past are used to guide and be shared with future generations. Ipswich is celebrated as a clean, green, circular economy city. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Annual corporate environmental sustainability reporting Coordinate corporate sustainability program Climate adaption and mitigation program Community sustainability capacity building and resilience Assess emergency action plans for referable dams Council-owned land fire response coordination Flood intelligence capability Maintain disaster risk assessment, emergency planning, response and recovery capability Coordinate disaster operations and emergency response Promote disaster resilience within the community Secretariat for the City of Ipswich Local Disaster Management Group (LDMG) and Local Recovery Group (LRG) Operational support to police and emergency services Support State Emergency Service (SES) 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Shape Your Ipswich engagement 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		<p>Deliverables:</p> <ul style="list-style-type: none"> Revitalise and implement council's Sustainability Strategy Urban Heat Island partnership Renewable Energy Plan 							

WORKPLACE HEALTH AND SAFETY

RESPONSIBILITY		Corporate Services Department							
<ul style="list-style-type: none"> The Workplace Safety and Wellbeing team partner with the business to provide and maintain a safe and healthy work environment, both for the council workforce and for the members of the community who are affected by the work council does. Their services focus on occupational safety and injury prevention with health and wellbeing to enhance worker health and prevent work-related injuries and illnesses. 									
RESOURCES	FTE	6.0	OPERATING BUDGET (\$ '000) 2021/2022	REVENUE \$	-	EXPENSES \$	850	NET \$	-850
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 - A TRUSTED AND LEADING ORGANISATION 							
	OUTCOMES	<ul style="list-style-type: none"> We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. Our people are valued, engaged, supported and empowered to deliver at their best. 							
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Healthy workforce promotion such as the Employee Assistance Program and iHealth, a program to focus on physical, mental and social health Proactive incident management Rehabilitation management Workplace health and safety compensation claim management Workplace health and safety compliance management Work environment management including occupational therapy and rehabilitation services 							
HOW WE MEASURE		<p>This category will be reported against annually in the Annual Report and is measured using the iFuture performance measures:</p> <ul style="list-style-type: none"> Community Perception Survey Living in Ipswich (liveability indicator) Staff engagement survey 							
RELATED DELIVERABLES AND HIGHLIGHTS FOR 2021/2022		-							



GLOSSARY

TERM	DEFINITION
Advocacy	Advocacy is support and action by individuals, organisations, groups and other community members in support of or against a particular issue or policy.
Annual Plan	The Annual Plan is a consolidated plan containing the legislatively required elements of the Operational Plan, Budget and the annual capital works program.
Annual Report	Legislatively required to be produced annually, the Annual Report details council's progress and financial performance with the implementation of the city's vision as reflected in the Corporate Plan. The report is publicly available on council's website.
Assets	Assets are tangible and intangible holdings, possessions, capital or resources belonging to and controlled by council.
Budget	The annual budget outlines revenue and planned capital and operational expenditure approved for a financial year. The budget document is publicly available on council's website.
Capital Works Program	The capital works program is an annual program of activities of building, engineering and other works that council adopts to create, construct and install assets and other facilities. For council, the program's projects typically include construction of buildings, roads and bridges, structures, parks and playgrounds.
Circular Economy	The circular economy seeks to value waste as a resource by driving material recovery activities and demand for recycled content products. It is regenerative and restorative by nature; as it works to keep materials, products and components in the 'user' system for as long as possible by either recycling or transforming them through each cycle of their lives. In doing so, the highest value for all materials, products and components is maintained and waste is designed out of the system.
Commercial Business Unit	A Commercial Business Unit is a unit of a local government that conducts business in accordance with the key principles of commercialisation (e.g. clarity of objectives; robust governance and competitive neutrality) in order to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit.
Community	Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists.
Corporate Plan	The Corporate Plan is a strategic document which shapes the path to achieve the strategic direction of council. It should outline performance measures and targets for monitoring progress in achieving our vision for the future of the city.
Ipswich Planning Scheme	The Ipswich Planning Scheme is the statutory local planning instrument that provides the framework for managing development in the Ipswich local government area in an integrated, efficient, effective, transparent and ecologically sustainable way. The scheme was prepared in accordance with the requirements of the (now repealed) <i>Integrated Planning Act 1997</i> .
Local Government Act 2009	The <i>Local Government Act 2009</i> is the principal legislation which provides the legal framework for Queensland's local government sector.
Local Government Regulation 2012	The <i>Local Government Regulation 2012</i> is subordinate legislation to the <i>Local Government Act 2009</i> .
Long-Term Financial Forecast (LTFF)	The Long-Term Financial Forecast (LTFF) accompanies the budget and includes a similar estimation of revenue, expenses and capital expenditure but for a longer period of time, in this case 10 years. The LTFF should set out the economic and fiscal outlook for Ipswich and include capital expenditure, expense and revenue estimates for the current financial year, the budget year and nine forward financial years. From its assumptions, the LTFF sets the desired financial boundaries within which the organisation can plan for its future.
Natural Environment	The natural environment is a collective term to describe the diverse network of land and water areas in a comparatively natural state that provide habitat for native animals and plants. It includes values such as: habitat and populations of threatened species; core habitat areas as home for a diverse range of wildlife; nodes of remnant vegetation in urban areas providing wildlife refuge; strategic remnants vegetation patches as stepping stones for wildlife movement; corridors providing connectivity for wildlife across the landscape; increase vegetation condition and animal abundance within core habitat areas; biological diversity, natural capital and ecosystem services; waterways, wetlands, riparian and aquatic ecosystems and floodplains; cultural landscape features; and scenic amenity.
Operational Plan	The annual Operational Plan sets key priority projects and actions that will be undertaken in a one year period of the Corporate Plan. The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success. Operational Plans must align with the annual budget. Operational plans are required under the <i>Local Government Act 2009</i> (The Act) and <i>Local Government Regulation 2012</i> (The Regulation).
Policy	A policy sets out council's strategic position, viewpoints and values, and assists decision-making on matters that often impact on, and are of concern to, the community. Some policies (statutory policies) are a requirement of legislation and ensure compliance with statutory obligations. Other policies are developed to address matters that impact our residents and businesses and/or the administration of council funds (e.g. Ipswich Enviroplan Program and Levy Policy). They may also set a strategic direction for council or articulate council's position on an issue affecting the community.
Project	A project is a temporary endeavour undertaken to create a unique product, service or result. A project differs from operations in that: <ul style="list-style-type: none"> operations are performed by relatively stable teams through ongoing and repetitive processes and are focused on sustaining the organisation projects are performed by temporary teams (i.e. teams established for the specific purpose of delivering the project), are non-repetitive and provide unique deliverables.
Strategy	A strategy is a long-term document that sets out council's strategic position and direction for particular issues e.g. transport; livability; sustainability; physical activity; tourism etc. A strategy captures the following elements for council: where we are, where we are going, how we will get there, and how we will know when we get there.



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