

IPSWICH CITY COUNCIL ■ CORE BUSINESS SERVICES

# 2022-2023



Adopted 30 June 2022

## CORE BUSINESS SERVICES 2022-2023

**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 needs. 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 2022-2023 financial year only and may be subject to change.



## ANIMAL MANAGEMENT SERVICES

RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none"><li>Provide animal management regulation, education, dog registration, pound services and biosecurity response for control of pest plants and animals.</li></ul>							
RESOURCES	FTE	14.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	2,135	EXPENSES \$	3,496
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none"><li>We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Respond to Animal Attacks</li><li>Manage dangerous menacing and restricted animals</li><li>Promote animal registration</li><li>Manage animal nuisance – noise, odour and roaming</li><li>Manage and permit excess animal</li><li>Animal enclosure inspections</li><li>Investigation and prosecution of dog attacks and local law permit breaches</li><li>Manage and develop pound contract including KPIs and evaluation</li><li>Pound management</li><li>Pound asset management</li><li>Pound capital delivery and upgrade</li><li>Respond to pest plant and animal complaints</li><li>Wild dog baiting program</li><li>Produce Biosecurity Plan for LGA</li><li>Education services for responsible pet ownership, Biosecurity Act – pest plant and animals and mosquito disease vector management</li></ul>				







## ARTS AND CULTURAL SERVICES

RESPONSIBILITY			Community, Cultural and Economic Development Department				
<ul style="list-style-type: none"><li>Promote and program annual exhibitions and artistic events ensuring a balance of community, professional and culturally diverse experiences are delivered annually.</li><li>Present, produce and promote innovative, culturally diverse and high quality local, national and international performing arts programs.</li><li>Develop the local creative industry through capacity and capability building programs and affordable access to facilities.</li></ul>							
RESOURCES	FTE	34.5	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	1,873	EXPENSES \$	5,204
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
			THEME 2 – SAFE, INCLUSIVE AND CREATIVE 				
	OUTCOMES		<ul style="list-style-type: none"><li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li><li>Ipswich is known as a sought after location for business, industry and visitors.</li><li>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.</li><li>We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.</li></ul>				
			HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>		
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Programming through council facilities</li><li>Visual art activities and art events such as dedicated children's programming and exhibitions for major and local artists</li><li>External funding management and reporting (Arts Foundation)</li><li>Ipswich Civic Centre programming management</li><li>Attract, sell, coordinate and manage event and meeting services</li><li>Creative industry development</li><li>Coordinate meeting and catering demands</li></ul>				




## CITY EVENTS AND MARKETING SERVICES

RESPONSIBILITY			Community, Cultural and Economic Development Department					
<ul style="list-style-type: none"><li>Marketing Services supports the various departments and programs of council by delivering targeted marketing campaigns with measurable outcomes. Facilitating upwards of 1,000 projects per year from across council, the Marketing Services team operates with the strategic intent to position the City of Ipswich and Ipswich City Council positively.</li><li>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.</li></ul>								
RESOURCES	FTE	29.2	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	210	EXPENSES \$	5,397	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 - VIBRANT AND GROWING					
			THEME 2 - SAFE, INCLUSIVE AND CREATIVE					
	OUTCOMES		<ul style="list-style-type: none"><li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li><li>Ipswich is known as a sought after location for business, industry and visitors.</li><li>The Ipswich brand is positive and inclusive.</li></ul>					
			HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>			
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Marketing strategy, services and support</li><li>Lead council's approach to integrated marketing</li><li>Produce collateral, material and digital assets</li><li>Develop and implement marketing and brand guidelines</li><li>Civic and city event plan delivery</li><li>Event support and capacity building</li><li>Event attraction and leveraging</li><li>Internal event services</li></ul>					



## CITY MAINTENANCE – FACILITIES

RESPONSIBILITY			Infrastructure and Environment Department				
<ul style="list-style-type: none"><li>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.</li><li>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.</li></ul>							
RESOURCES	FTE	47.1	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	1,410	EXPENSES \$	10,699
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none"><li>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.</li><li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Audit water efficiency of council facilities</li><li>Cleaning of council facilities including air-conditioning units, office accommodation and internal bins</li><li>Inspect, maintain and clean public facilities including playground equipment, barbecues in parks and park pathways</li><li>Manage and coordinate park maintenance</li><li>Provide and maintain council facility uninterrupted power supply</li><li>Graffiti removal, issue graffiti kits and manage the supply of the graffiti trailer</li><li>Respond to requests to clean and maintain public facilities, roadside furniture and shade sails</li><li>Syringe collection and disposal</li><li>Test and tag council facility electrical equipment</li><li>Broken glass request management</li><li>Respond to council facility requests regarding air-conditioning, carpentry, electrical, painting, plumbing, pest control and signage</li></ul>				






## CITY MAINTENANCE – OPEN SPACE

RESPONSIBILITY			Infrastructure and Environment Department				
<div>▪ Maintenance of parks (including mowing), sports facilities, vegetated assets, street sweeping, urban footpaths, major thoroughfares, drainage reserves and basins.</div>							
RESOURCES	FTE	130.1	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	366	EXPENSES \$	21,249
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING				
			THEME 3 – NATURAL AND SUSTAINABLE				
	OUTCOMES		<div>▪ Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</div> <div>▪ Ipswich is celebrated as a clean, green, circular economy city.</div> <div>▪ Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.</div> <div>▪ Our natural environment is managed to support the continuation of traditional cultural practices.</div>				
			HOW WE MEASURE		<div>▪ Community Perception Survey</div> <div>▪ Living in Ipswich (liveability indicator)</div>		
CORE SERVICE ACTIVITIES			<div>▪ Maintain and mow drainage reserves, council-owned vacant land, road reserves, median strips, roundabouts and road islands</div> <div>▪ Remove litter along road reserves and in parks</div> <div>▪ Respond to illegal dumping in parks and on roadside</div> <div>▪ Inspect and maintain park gardens</div> <div>▪ Maintain fire trails</div> <div>▪ Mow grass in parks and edge footpaths</div> <div>▪ Spray for weeds and insects in parks, footpaths and median strips</div> <div>▪ Manage city street sweeping</div> <div>▪ Maintain level 1 and 2 sporting facilities</div> <div>▪ Cemetery maintenance</div>				




## CITY MAINTENANCE – ROADS AND DRAINAGE

RESPONSIBILITY			Infrastructure and Environment Department				
▪ Maintenance of road infrastructure (sealed and gravel), including footpaths and drainage systems.							
RESOURCES	FTE	61.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	3,836	EXPENSES \$	12,394
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 - VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ 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.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ Inspect and maintain gross pollutant traps</li><li>▪ Inspect gravel roads</li><li>▪ Maintain line-marking</li><li>▪ Maintain state-owned roads</li><li>▪ Maintain stormwater systems</li><li>▪ Manage quarry/pit operations</li><li>▪ Respond to requests for line-marking and pothole repair</li><li>▪ Respond to requests for maintenance of bridges, footpaths, gravel roads, bikeways, kerb and channel, roads and signage</li></ul>				






## CITY MAINTENANCE - TECHNICAL SUPPORT AND AQUATICS

RESPONSIBILITY			Infrastructure and Environment Department				
<ul style="list-style-type: none"><li>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.</li><li>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.</li><li>Coordination of activities relating to swimming facilities, lease management, indoor sports centres and gyms and Camira Community Centre.</li><li>City Maintenance planning and monitoring activities.</li></ul>							
RESOURCES	FTE	6.6	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	500	EXPENSES \$	9,674
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none"><li>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.</li><li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li><li>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.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Assess National Heavy Vehicle Regulator (NHVR) access consent requests</li><li>Audit programmed lighting corridor</li><li>Respond to requests for streetlight improvements</li><li>Respond to requests for traffic signal maintenance</li><li>Ensure community access to swimming facilities</li><li>Inspect condition of swimming facilities</li><li>Swimming facility maintenance including regular water testing</li><li>Inspect swimming facilities for WHS compliance</li><li>Inspect and maintain storm water assets</li></ul>				



## CITY MAINTENANCE – URBAN FOREST AND NATURAL AREA

RESPONSIBILITY		Infrastructure and Environment Department					
		<ul style="list-style-type: none"> <li>Provision of the free plant program from nursery and mobile nursery locations.</li> <li>Manage arboriculture and streetscape assets as well as bushland reserves, unmade road reserves and fire maintenance in natural areas.</li> <li>Provide water truck services.</li> </ul>					
RESOURCES	FTE	42.5	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	45	EXPENSES \$	7,858
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 3 – NATURAL AND SUSTAINABLE 					
	OUTCOMES	<ul style="list-style-type: none"> <li>Ipswich is celebrated as a clean, green, circular economy city.</li> <li>Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.</li> <li>Our natural environment is managed to support the continuation of traditional cultural practices.</li> </ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"> <li>Community Perception Survey</li> <li>Living in Ipswich (liveability indicator)</li> </ul>					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> <li>Inspect and maintain facilities at bushland reserves</li> <li>Inspect and maintain streetscape gardens and trees and unmade road reserves</li> <li>Proactively improve streetscaping</li> <li>Provide free plants from the nursery and mobile nursery</li> <li>Maintain council facility indoor plants</li> <li>Respond to requests for roadside tree planting</li> <li>Respond to requests for streetscape tree pruning</li> <li>Respond to requests for water truck service</li> <li>Respond to requests to remove trees/stumps from footpaths</li> <li>Root barrier/tree protection zone program</li> </ul>					



## COMMUNITY DEVELOPMENT AND RESEARCH

RESPONSIBILITY			Community, Cultural and Economic Development Department				
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	18.4	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	2,954	EXPENSES \$	3,970
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 – SAFE, INCLUSIVE AND CREATIVE					
	OUTCOMES	<ul style="list-style-type: none"><li>Our community feels safe.</li><li>Knowledge and learnings from our past are used to guide and be shared with future generations.</li><li>Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.</li><li>Cultural landscapes, landmarks and practices are acknowledged, protected and respected.</li><li>The Ipswich brand is positive and inclusive</li><li>Our community has access to the services they need particularly health and social services.</li><li>We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.</li><li>There are high levels of volunteering in the city.</li><li>We work alongside other agencies and groups in crime prevention and health promotion efforts for the community</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Shape Your Ipswich engagement</li><li>Population and Demographic Profile</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Manage community development projects</li><li>Ipswich Indigenous Business Capacity Building Program</li><li>Manage the Home Assist Program</li><li>Manage community funding and support</li></ul>				





## COMMUNITY HEALTH AND EDUCATION

RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none"><li>▪ Delivery of vaccinations in community and school clinics.</li><li>▪ Provision of education programs and events to the community.</li></ul>							
RESOURCES	FTE	4.8	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	298	EXPENSES \$	542
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 2 - SAFE, INCLUSIVE AND CREATIVE 					
	OUTCOMES	<ul style="list-style-type: none"><li>▪ Our community has access to the services they need particularly health and social services.</li><li>▪ We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li><li>▪ Population and Demographic Profile</li><li>▪ Shape Your Ipswich engagement</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ Service provider for Queensland Health to deliver immunisation services to High Schools and community clinics</li><li>▪ Manage the development of education programs</li></ul>				



## COMMUNITY SAFETY

<b>RESPONSIBILITY</b>			Community, Cultural and Economic Development Department				
			<ul style="list-style-type: none"> <li>Collaboration in addressing strategies for community safety and policing.</li> <li>Provision of safety and security services across council.</li> </ul>				
<b>RESOURCES</b>	FTE	7.0	<b>OPERATING BUDGET (\$ '000) 2022-2023</b>	REVENUE \$	-	EXPENSES \$	4,082
<b>CORPORATE PLAN 2021-2026 ALIGNMENT</b>	<b>THEME</b>	<b>THEME 2 – SAFE, INCLUSIVE AND CREATIVE</b>					
	<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Our community feels safe.</li> <li>We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.</li> <li>We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.</li> </ul>					
	<b>HOW WE MEASURE</b>	<ul style="list-style-type: none"> <li>Community Perception Survey</li> <li>Living in Ipswich (liveability indicator)</li> </ul>					
<b>CORE SERVICE ACTIVITIES</b>		<ul style="list-style-type: none"> <li>Public safety including Safe City operations</li> <li>Fire and emergency planning and maintenance</li> <li>Security services such as safety patrols, mobile security patrols and key and facility access management</li> </ul>					




## CONSTRUCTION CITY ASSETS

RESPONSIBILITY			Infrastructure and Environment Department				
▪ Successful delivery of the capital works program including corporate projects.							
RESOURCES	FTE	12.8	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	2,041	EXPENSES \$	7,926
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 - VIBRANT AND GROWING					
		THEME 4 - A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	▪ Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence based approach to determine community needs in meeting our growth.  ▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.					
	HOW WE MEASURE	▪ Community Perception Survey  ▪ Living in Ipswich (liveability indicator)					
CORE SERVICE ACTIVITIES		▪ 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					







## DESTINATION DEVELOPMENT

RESPONSIBILITY			Community, Cultural and Economic Development Department				
<ul style="list-style-type: none"><li>Council’s Tourism Development is actively engaged in destination marketing, industry development and major events with the purpose of increasing the region’s visitor economy. We aim for Ipswich to be recognised as an accessible daytrip and short break destination within the South East Queensland market.</li></ul>							
RESOURCES	FTE	5.9	OPERATING BUDGET (\$ ‘000) 2022–2023	REVENUE \$	112	EXPENSES \$	868
CORPORATE PLAN 2021–2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none"><li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li><li>Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.</li><li>Ipswich is known as a sought after location for business, industry and visitors.</li><li>There is increased employment and a variety of educational opportunities across the city, especially for young people.</li><li>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.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Tourism Research Australia Data</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Promote and Develop Tourism related activities</li><li>Product and market sector development</li><li>Destination marketing and publicity</li><li>Implementation of the Ipswich Destination Management Plan</li><li>Tourism industry development</li><li>Coordination of the Ipswich Tourism Operators Network (ITON)</li><li>Development of the annual Discover Ipswich magazine</li><li>Management of the Ipswich Visitor Information Centre (VIC)</li></ul>				



# ECONOMIC DEVELOPMENT

RESPONSIBILITY			Community, Cultural and Economic Development Department					
<div>▪ Strengthen and grow the local economy while maintaining Ipswich's character and culture through capacity and capability building initiatives, placemaking and advocacy.</div>								
RESOURCES	FTE	11.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	5	EXPENSES \$	2,775	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 - VIBRANT AND GROWING 					
			THEME 4 - A TRUSTED AND LEADING ORGANISATION 					
	OUTCOMES		<div>▪ 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.</div> <div>▪ Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</div> <div>▪ 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.</div> <div>▪ Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.</div> <div>▪ Ipswich is known as a sought after location for business, industry and visitors.</div> <div>▪ There is increased employment and a variety of educational opportunities across the city, especially for young people.</div> <div>▪ Ipswich continues to be an affordable city to live in.</div> <div>▪ 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.</div> <div>▪ We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.</div>					
			HOW WE MEASURE		<div>▪ Community Perception Survey</div> <div>▪ Living in Ipswich (liveability indicator)</div> <div>▪ Employment numbers by industry (defence, health, construction, advanced manufacturing and education jobs)</div> <div>▪ Population Growth</div> <div>▪ Development Activity</div>			
CORE SERVICE ACTIVITIES			<div>▪ Local and small business capability and growth programs</div> <div>▪ Local business investment concierge service</div> <div>▪ Inbound investment concierge services</div> <div>▪ Advocacy and major projects, including business case development</div> <div>▪ Promotion and marketing campaigns to drive economic development outcomes</div> <div>▪ Catalytic projects to bring stakeholders together and drive job growth (e.g. Ipswich Central Revitalisation)</div> <div>▪ Small Business Friendly council initiatives</div> <div>▪ Creative Industries Development and Activation</div>					

## ELECTED COUNCIL SUPPORT

RESPONSIBILITY			Coordination and Performance Department				
▪ Administrative support for elected representatives, Office of the Mayor support services.							
RESOURCES	FTE	15.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	-	EXPENSES \$	1,916
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</li><li>▪ We are trusted by our community.</li><li>▪ We are leaders in good governance.</li><li>▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</li><li>▪ We are transparent and evidence based in our planning, reporting and decision-making.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li><li>▪ Staff engagement survey</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ Administrative support services for councillors and the office of the Mayor ensuring all legislative obligations are met</li></ul>				



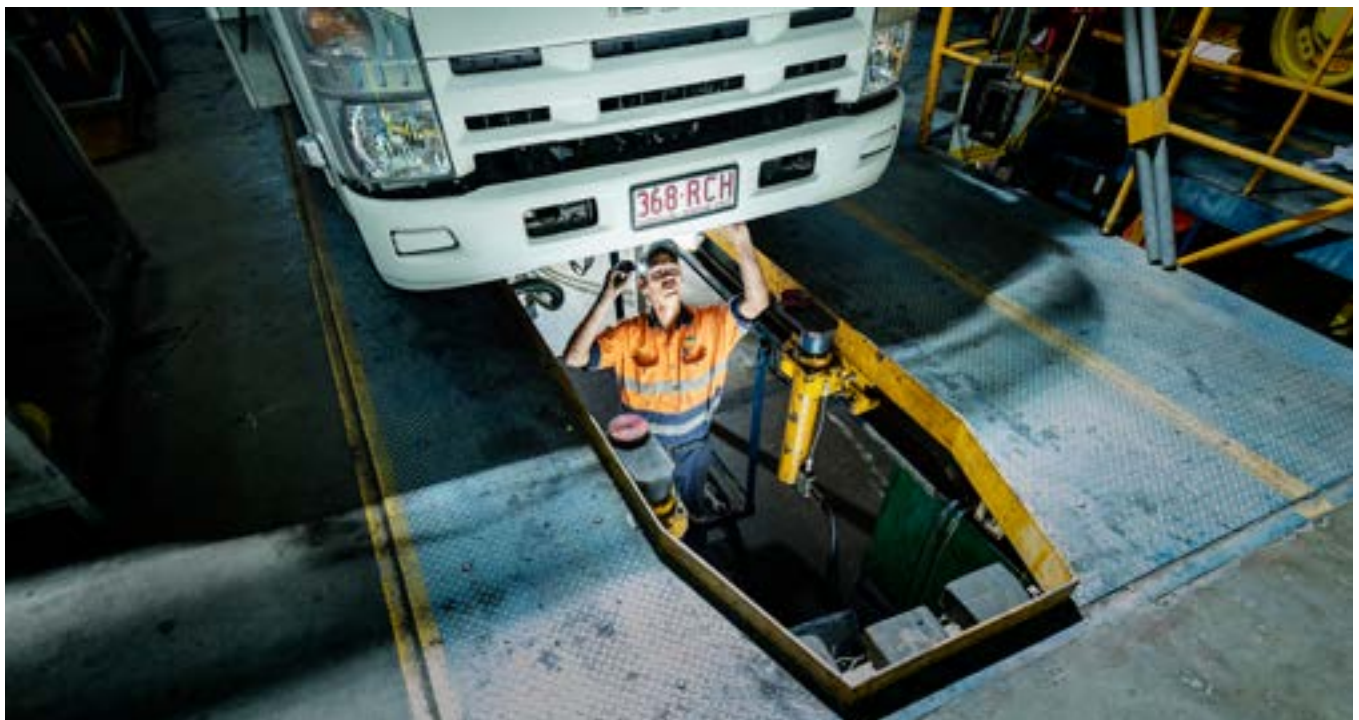


## FINANCIAL SERVICES

RESPONSIBILITY			Corporate Services Department				
▪ Provision of full financial services, accounting, taxation, budgeting, modelling and revenue operations including rates.							
RESOURCES	FTE	45.7	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	2,339	EXPENSES \$	6,577
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none"><li>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</li><li>▪ We are trusted by our community.</li><li>▪ We are leaders in good governance.</li><li>▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</li><li>▪ We are transparent and evidence based in our planning, reporting and decision-making.</li><li>▪ We are financially sustainable.</li><li>▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.</li><li>▪ We support local businesses to be competitive in council procurement opportunities.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li><li>▪ Buy Ipswich – percent procurement to local businesses and support of local businesses</li><li>▪ Staff engagement survey</li><li>▪ Financial Sustainability Ratios</li><li>▪ Transparency and Integrity Hub reports and engagement</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ Accounts receivable</li><li>▪ Banking operations and management</li><li>▪ Budgeting and modelling</li><li>▪ Credit risk management</li><li>▪ Debt portfolio management</li><li>▪ Financial reporting and analysis</li><li>▪ Taxation compliance</li><li>▪ Funds management</li><li>▪ Rates operations and property administration</li><li>▪ Recoveries and collections</li><li>▪ Supplier payment operations and management</li><li>▪ Provision of financial data for inclusion on the Transparency and Integrity Hub</li><li>▪ Support controlled and associated entities</li></ul>				

## FLEET

RESPONSIBILITY			Infrastructure and Environment Department				
▪ Services associated with the maintenance and management of council's plant, equipment, heavy and light vehicles.							
RESOURCES	FTE	37.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	15,651	EXPENSES \$	11,121
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		▪ Construction and maintenance of council's assets are managed to meet the community's needs and growth.				
	HOW WE MEASURE		▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) ▪ Staff engagement survey				
CORE SERVICE ACTIVITIES			▪ Allocate fuel cards ▪ Dispose of fleet assets including light vehicles, major and minor plant, truck and specialty plant equipment ▪ Fleet and plant management ▪ Manage individual fuel purchases and in-field fuel usage ▪ Respond to internal requests for metal design and fabrication ▪ Respond to requests for after-hours vehicle maintenance ▪ Respond to requests for reactive passenger-vehicle maintenance ▪ Service of major plant and passenger vehicles, minor and specialty plant equipment and trucks ▪ Supply of major plant and passenger vehicles, minor and specialty plant equipment and trucks				



## GOVERNANCE


RESPONSIBILITY			Corporate Services Department Coordination and Performance Department Planning and Regulatory Services Department				
▪ This category includes the work of multiple branches including Office of the General Manager (Planning and Regulatory Services), Executive Services, Internal Audit, Legal and Governance, Insurance, Risk, People and Culture.							
RESOURCES	FTE	48.4	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	233,097	EXPENSES \$	9,261
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</li><li>▪ We are trusted by our community.</li><li>▪ We are leaders in good governance.</li><li>▪ We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</li><li>▪ We are transparent and evidence based in our planning, reporting and decision-making.</li><li>▪ Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.</li><li>▪ We are financially sustainable.</li><li>▪ Our people are valued, engaged, supported and empowered to deliver at their best.</li><li>▪ Construction and maintenance of council’s assets are managed to meet the community’s needs and growth.</li><li>▪ We support local businesses to be competitive in council procurement opportunities.</li><li>▪ Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li><li>▪ Staff engagement survey</li><li>▪ Transparency and Integrity Hub reports and engagement</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ Boundary reviews</li><li>▪ Local government elections</li><li>▪ Program of internal audits and management of external audits</li><li>▪ Management of the Faircall Hotline</li><li>▪ Corrupt conduct investigations</li><li>▪ Coordination and oversight of regionally significant events</li><li>▪ Response to ombudsman enquiries</li><li>▪ Local Law development</li><li>▪ Maintenance of Authorised Persons Register</li><li>▪ Management of delegation-of-powers</li><li>▪ Insurance management</li><li>▪ Risk and issue management</li><li>▪ Development and management of council delegations and sub-delegations</li><li>▪ Development and management of council policies and supporting procedures</li><li>▪ Record management and storage</li><li>▪ Litigation management</li><li>▪ Provision of legal advice</li><li>▪ Committee and council meeting support</li><li>▪ Council committee meetings and briefings</li><li>▪ Council ordinary and special meetings</li><li>▪ Contributions to projects/ SEQ City Deals</li><li>▪ Memberships</li></ul>				





# ICT SERVICES, STRATEGY AND PROJECT DELIVERY

RESPONSIBILITY			Corporate Services Department				
▪ Provision of a range of technology, systems and services to council.							
RESOURCES	FTE	37.2	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	537	EXPENSES \$	16,204
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"><li>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</li><li>▪ Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.</li><li>▪ We are financially sustainable.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li><li>▪ Staff engagement survey</li><li>▪ Transparency and Integrity Hub reports and engagement</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ Digital services</li><li>▪ Business engagement</li><li>▪ Research, innovation and automation</li><li>▪ ICT strategic planning and operations</li><li>▪ Data architecture</li><li>▪ Solution architecture</li><li>▪ Business intelligence</li><li>▪ Program management and reporting</li><li>▪ Business analysis</li><li>▪ Project delivery</li><li>▪ Respond to ICT service requests, incidents and disruptions</li><li>▪ Manage network, server and storage infrastructure</li><li>▪ Business systems support and maintenance</li><li>▪ Digital and cyber security and risk management</li><li>▪ Technology asset management</li><li>▪ Business continuity and disaster recovery</li><li>▪ Investment planning and activities</li><li>▪ ICT contract value management</li><li>▪ Application of lifecycle management</li><li>▪ Telecommunications provision to infrastructure projects</li><li>▪ Provision of free Wi-Fi</li></ul>				

# INFRASTRUCTURE STRATEGY AND PLANNING

RESPONSIBILITY			Infrastructure and Environment Department				
<ul style="list-style-type: none"><li>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.</li></ul>							
RESOURCES	FTE	46.8	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	125,328	EXPENSES \$	7,044
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 1 – VIBRANT AND GROWING 				
	OUTCOMES		<ul style="list-style-type: none"><li>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.</li><li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li><li>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.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Develop new flood studies, plans and maintain the currency of council's repository of flood studies, stormwater models and associated plans</li><li>Maintain Floodplain Management Strategy (FMS) and prioritise flood mitigation projects</li><li>Respond to requests related to flood and drainage, pedestrian issues and requests for specialist and expert advice across all asset classes</li><li>Forecast and manage infrastructure asset demand, portfolio and program</li><li>Develop and update transport models, contribute to Integrated Transport Plan and plan public transport infrastructure</li><li>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</li><li>Plan open space, parks, reserves, sports and recreational facilities network</li><li>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</li><li>Respond to requests for maintenance and/or replacement of parking meters</li><li>Respond to request for new drainage, stormwater, kerb and channel</li><li>Water Cycle Planning</li><li>Coordinate strategic traffic, intersections and pedestrian, cycle counts and data collection</li><li>Develop road safety, traffic management and parking strategy</li></ul>				

## LIBRARY AND CUSTOMER SERVICES



RESPONSIBILITY			Community, Cultural and Economic Development Department					
<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ Provide a customer service function via the Contact Centre and Customer Service teams for the majority of council services.</li><li>▪ Improve the customer experience and whole-of-council customer culture.</li></ul>								
RESOURCES	FTE	124.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	2,008	EXPENSES \$	17,033	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 2 – SAFE, INCLUSIVE AND CREATIVE					
			THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES		<ul style="list-style-type: none"><li>▪ The Ipswich brand is positive and inclusive.</li><li>▪ Our community has access to the services they need particularly health and social services.</li><li>▪ Knowledge and learnings from our past are used to guide and be shared with future generations.</li><li>▪ Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.</li><li>▪ We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</li><li>▪ Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.</li><li>▪ We are trusted by our community.</li></ul>					
			HOW WE MEASURE		<ul style="list-style-type: none"><li>▪ Community Perception Survey</li><li>▪ Living in Ipswich (liveability indicator)</li><li>▪ Staff engagement survey</li></ul>			
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>▪ External group library promotions</li><li>▪ Library activities and events</li><li>▪ Library and community activities, events and training</li><li>▪ Customer relationship management</li><li>▪ Customer service counter</li><li>▪ Property information provision</li><li>▪ External party relationship management</li><li>▪ Library material loans</li><li>▪ Library reference and research</li></ul>			<ul style="list-style-type: none"><li>▪ Provision of community internet access</li><li>▪ Contact centre services</li><li>▪ Electronic resource subscriptions</li><li>▪ Inter-library freight runs</li><li>▪ Library pod servicing</li><li>▪ Home library service</li><li>▪ Digital literacy events</li><li>▪ Chasing our past, heritage events</li><li>▪ Picture Ipswich program</li><li>▪ Youth events</li></ul>		



## LOCAL LAWS AND REGULATORY COMPLIANCE SERVICES


RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none"><li>Provide regulatory services for response, education and enforcement of Local Laws and State Legislation. Includes regulation of parking, environmental offences, littering and dumping, public health, amenity and nuisance complaints and use of Local Government controlled areas.</li></ul>							
RESOURCES	FTE	32.6	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	1,900	EXPENSES \$	4,597
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none"><li>We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.</li><li>We are trusted by our community.</li><li>We are leaders in good governance.</li><li>We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Regulate parking and issue parking permits</li><li>Provide School Safe Parking Program</li><li>Management of ANPR and School Safe camera service contract</li><li>Inspect and investigate local law breaches and state legislation</li><li>Regulate abandoned vehicles, illegal temporary signage, storm water, smoke, dust, noise nuisance, and overgrown private property</li><li>Inspection program for shopping trolley containment compliance</li><li>Illegal dumping Grant program in partnership with the State Government</li><li>Investigation and prosecution of littering and Illegal Dumping Complaints.</li><li>Regulate amenity and nuisance related to the local laws</li><li>Education program for local laws and parking</li><li>Investigation and prosecution of local law, parking and permit related breaches</li><li>Administering and enforcing legislation related to environmental/public health in providing support to minimise health and safety hazards</li><li>Entertainment venue licences</li><li>Water quality and safety at public pools licences</li><li>High risk personal appearance services (tattoo, body piercing) licences</li><li>Accommodation – caravan parks/camping grounds licences, temporary home permits</li><li>Commercial stable, kennel, or cattery licences</li><li>Pet shop licences</li><li>Asbestos investigations domestic</li><li>Clandestine laboratory (residential properties only)</li><li>Exhumation</li><li>Public health investigations</li><li>Hoarding and squalor issues</li><li>Food safety and licences</li><li>Nuisance air quality (including odour)</li><li>Noise and Lighting Nuisance complaints</li><li>Annual inspections of devolved ERAs</li><li>Investigates environmental nuisance from devolved ERAs</li><li>Temporary Entertainment Event Licenses (TEEL)</li><li>Commercial Use of Road and Footpath Licenses</li></ul>				

## MEDIA AND COMMUNICATION

RESPONSIBILITY			Coordination and Performance Department					
<ul style="list-style-type: none"><li>Internal and external communications, social media, media monitoring and relationship management.</li><li>Internal relationship building, project delivery, networking and community engagement.</li></ul>								
RESOURCES	FTE	13.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	-	EXPENSES \$	1,919	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 2 – SAFE, INCLUSIVE AND CREATIVE					
			THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES		<ul style="list-style-type: none"><li>The Ipswich brand is positive and inclusive.</li><li>The community feels heard and engaged and we close the loop with our consultation.</li><li>We are trusted by our community.</li></ul>					
			HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Staff engagement survey</li></ul>			
CORE SERVICE ACTIVITIES					<ul style="list-style-type: none"><li>Content creation and channel management such as Ipswich First, Shape Your Ipswich and social media platforms</li><li>Internal communications</li><li>Media management (proactive and reactive) including media monitoring</li><li>Community engagement advice, delivery and support</li><li>Community engagement on key corporate projects</li><li>Coordination and facilitation of Community Panels</li></ul>			



## NATURAL ENVIRONMENT AND LAND MANAGEMENT

RESPONSIBILITY			Infrastructure and Environment Department				
<ul style="list-style-type: none"><li>Conservation estate planning and project delivery, Indigenous and cultural heritage assessment and projects under the Indigenous 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.</li></ul>							
RESOURCES	FTE	23.5	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	4,944	EXPENSES \$	7,444
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 3 – NATURAL AND SUSTAINABLE 				
	OUTCOMES		<ul style="list-style-type: none"><li>Ipswich is celebrated as a clean, green, circular economy city.</li><li>Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.</li><li>Our waterway health is improved.</li><li>Our natural environment is managed to support the continuation of traditional cultural practices.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Waterway Health Report Card</li></ul>				








<p><b>CORE SERVICE ACTIVITIES</b></p>	<ul style="list-style-type: none"> <li>▪ Manage landholder conservation programs including incentives, grants, workshops, technical advice and support</li> <li>▪ 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</li> <li>▪ Provide technical advice and information on conservation management, habitat protection and biodiversity (including waterways) for the planning scheme</li> <li>▪ Provide specialist strategic advice and management of citywide nature conservation, biodiversity and natural area management matters</li> <li>▪ Respond to enquires both internally and externally relating to natural area planning, biodiversity management, waterway health and water quality</li> <li>▪ Waterway health monitoring, planning and improvement projects</li> <li>▪ Technical advice on biodiversity matters and state biodiversity policies/legislation, planning assistance and project identification for natural area network</li> <li>▪ Assess and administer bush care program applicants and programs</li> <li>▪ Coordinate healthy waterways clean-up program and riparian revegetation projects</li> <li>▪ Connect and collaborate with Ipswich Rivers Improvement Trust and Bremer River Network</li> <li>▪ Plan, coordinate and deliver Council of Mayors resilient river initiatives</li> <li>▪ Delivery of the Ipswich Enviro Awards</li> <li>▪ Develop creek corridor/improvement plans</li> <li>▪ Ecotourism feasibility study</li> <li>▪ Environmental compliance</li> <li>▪ Plan, administer and deliver water quality offsets</li> <li>▪ Plan, manage and deliver the disturbed land management program (DLMP)</li> <li>▪ Provide environmental education and awareness to the schools and communities</li> <li>▪ Floodplain management, assist with flood intelligence and forecasting</li> <li>▪ Provide Queens Park Environmental Centre operational support and planning</li> <li>▪ Fire management planning and stakeholder liaison</li> <li>▪ Flying-fox management services and legislative advice</li> <li>▪ Maintain significant species register and contribute information to key council documents and decisions including the Ipswich Planning Scheme</li> <li>▪ Manage Indigenous affairs pertaining to the accord and cultural heritage clearances</li> <li>▪ Manage the administration of all volunteering programs for environment-based opportunities at council</li> <li>▪ Pest control within councils reserves and estates</li> <li>▪ Support the community with environmental and sustainable projects</li> <li>▪ Vegetated storm water asset management</li> <li>▪ Coordination of the assessment of development applications in relation to natural environment and land management</li> </ul>
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## PEOPLE AND CULTURE

RESPONSIBILITY			Corporate Services Department				
<ul style="list-style-type: none"><li>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.</li></ul>							
RESOURCES	FTE	24.2	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	269	EXPENSES \$	3,454
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"><li>We are leaders in good governance.</li><li>Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.</li><li>Our people are valued, engaged, supported and empowered to deliver at their best.</li><li>Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Staff engagement survey</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Learning and development management including legislated training</li><li>Organisational development management</li><li>Employee and industrial relations</li><li>Remuneration and benefits</li><li>Recruitment – talent attraction and selection services</li><li>Payroll Services</li><li>Workforce Planning, reporting and analytics</li><li>Employee Experience survey data collection and analysis</li><li>Professional development such as the Inspiring Leaders program</li><li>Staff performance and discipline management</li><li>Capability development (communications, program management, mental health first aid)</li><li>Executive and senior leadership development program</li><li>Workforce reward and recognition</li><li>Employment services and administration</li></ul>				



## PLANNING AND DEVELOPMENT

RESPONSIBILITY			Planning and Regulatory Services Department				
<ul style="list-style-type: none"><li>Strategic and land use planning. Assessment, determination, management and regulation of development, engineering, building and plumbing applications, food licences, heritage and cemetery management.</li></ul>							
RESOURCES	FTE	118.3	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	15,323	EXPENSES \$	15,830
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"><li>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.</li><li>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.</li><li>Knowledge and learnings from our past are used to guide and be shared with future generations.</li><li>Cultural landscapes, landmarks and practices are acknowledged, protected and respected.</li><li>Our historical buildings are conserved and enhanced.</li><li>The Ipswich brand is positive and inclusive.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Population and Demographic Profile</li><li>Shape Your Ipswich engagement</li><li>Population Growth</li><li>Development Activity</li></ul>					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"><li>Manage strategic land use planning and policy, through continuous updates to the planning scheme, LGIP and associated documents</li><li>Manage development applications and plan signing</li><li>Carry out development compliance</li><li>Regulate plumbing and drainage work, backflow prevention devices and on-site sewage treatment plants</li><li>Advice, education and awareness to residents on legislative requirements for planning, building, pools, and plumbing</li><li>Deliver Regulated Pool Water Safety Awareness Program – SEAL</li><li>Engineering approvals for contributions assets</li><li>Manage permit and licensed activities</li><li>Building Regulatory function assess variances to standards for building work and statutory provisions</li><li>Regulate building works when certified by council</li><li>Inspection of premises as required under the Residential Services Accreditation Act</li><li>Action search requests for building and plumbing plans</li><li>Provision of cultural heritage advice</li><li>Spatial analysis, modelling and data provision</li><li>Manage and develop cemetery contract, KPI setting and evaluation</li><li>Cemetery asset management</li><li>Cemetery capital delivery</li></ul>					



## PROCUREMENT


RESPONSIBILITY			Corporate Services Department				
▪ Provision of full procurement services for council including sourcing and contract administration activities.							
RESOURCES	FTE	23.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	33	EXPENSES \$	2,782
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	▪ We are financially sustainable. ▪ We support local businesses to be competitive in council procurement opportunities.					
	HOW WE MEASURE	▪ Community Perception Survey ▪ Living in Ipswich (liveability indicator) ▪ Buy Ipswich – percent procurement to local businesses and support of local businesses ▪ Staff engagement survey					
CORE SERVICE ACTIVITIES			▪ 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				






## PROPERTY AND FACILITIES

RESPONSIBILITY			Corporate Services Department				
<ul style="list-style-type: none"><li>Property acquisition and disposals, lease and tenure management, third party landowner consent, strategic property advice and land ownership.</li></ul>							
RESOURCES	FTE	6.8	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	64	EXPENSES \$	822
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"><li>We are financially sustainable.</li><li>Construction and maintenance of council's assets are managed to meet the community's needs and growth.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Council facility lease management</li><li>Land acquisition</li><li>Provision of property information</li><li>Property disposals including sale of surplus land</li><li>Property due diligence</li><li>Easement enquiries, purpose and permitted activities</li><li>Land acquisition</li><li>Tenure agreements</li><li>Leases</li><li>Licences/permits</li><li>General tenancy agreements</li><li>Access and works deeds</li><li>Road opening and closures (temporary and permanent)</li><li>Fencing contributions</li><li>Owner's consents</li></ul>				

## RESOURCE RECOVERY

RESPONSIBILITY			Infrastructure and Environment Department				
▪ The management of services relating to liquid and solid waste systems including removal, destruction and waste reduction services.							
RESOURCES	FTE	95.5	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	52,227	EXPENSES \$	35,252
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 3 – NATURAL AND SUSTAINABLE 				
	OUTCOMES		<ul style="list-style-type: none"><li>Ipswich is celebrated as a clean, green, circular economy city.</li><li>Our waterway health is improved.</li><li>Our natural environment is managed to support the continuation of traditional cultural practices.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Ipswich Waste Services Corporate Plan 2021-2026 Yearly Performance Outcomes</li><li>Waterway Health Report Card</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Bulky item collection</li><li>Collection and disposal of dead animals</li><li>Collection and disposal of pathological waste</li><li>Collection and destructions of commercial confidential documents</li><li>Deliver and collect domestic skips, commercial skips and roll-on-roll-off refuse containers</li><li>Deliver and empty domestic bins – green waste, recycling and refuse</li><li>Empty commercial refuse, cardboard and co-mingled recycling bins</li><li>Empty multi-residential refuse bins and public litter bins</li><li>Respond to requests to deliver, empty and repair all bin types</li><li>Kerbside bin auditing program</li><li>Manage public waste disposal facilities</li><li>Participating member in the Sub-Regional Alliance for Waste and Resource Recovery</li><li>Provide liquid (grease trap) waste removal</li><li>We attract revenue from:<ul style="list-style-type: none"><li>waste management utility charges</li><li>recycling and refuse centre charges</li><li>commercial waste and recycling services</li><li>other fees and charges</li><li>sale of recyclable materials</li></ul></li><li>Review, maintain and implement council's Waste Reduction and Recycling Plan (Materials Recovery Plan)</li><li>Strategic waste infrastructure planning</li><li>Waste administration</li><li>Waste and Recycling collection services for entire Somerset Regional Council</li></ul>				

## SPORT AND RECREATION

RESPONSIBILITY		Community, Cultural and Economic Development Department					
		<ul style="list-style-type: none"> <li>Promote and program community participation in healthy activities in council facilities.</li> <li>Support and work with local sporting groups in developing their sustainability, utilisation, activation and engagement of council facilities.</li> <li>Plan and provide technical advice for the provision of programs, facilities, services for sport, physical activity and outdoor recreation.</li> <li>Contribute to the effective identification, acquisition, planning, development, management, maintenance, activation and monitoring of social infrastructure (sport, recreation, open space and community).</li> </ul>					
RESOURCES	FTE	8.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	-	EXPENSES \$	1,410
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"> <li>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.</li> <li>Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.</li> <li>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.</li> <li>The Ipswich brand is positive and inclusive.</li> <li>There are high levels of volunteering in the city.</li> <li>We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.</li> </ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"> <li>Community Perception Survey</li> <li>Living in Ipswich (liveability indicator)</li> </ul>					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> <li>Sport, physical activity and nature-based recreation planning and program delivery</li> <li>Club development program delivery – sustainability; governance; fundraising; volunteer management; financial management</li> <li>Activation and engagement of sport, physical activity and outdoor/nature-based recreation facilities and settings</li> <li>Delivery of the annual Ipswich Sports Awards</li> <li>Sport, physical activity, outdoor recreation and community infrastructure planning advice</li> <li>Sport and outdoor recreation attraction and support in association with City Events team</li> <li>Community (non-sport) asset activation</li> <li>Community, sport and recreation grant funding support in association with Community Development Team</li> </ul>					





## STRATEGIC AND CORPORATE PLANNING

RESPONSIBILITY			Coordination and Performance Department				
<ul style="list-style-type: none"><li>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.</li></ul>							
RESOURCES	FTE	16.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	-	EXPENSES \$	2,023
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 4 – A TRUSTED AND LEADING ORGANISATION				
	OUTCOMES		<ul style="list-style-type: none"><li>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.</li><li>We are leaders in good governance.</li><li>We are transparent and evidence based in our planning, reporting and decision-making.</li><li>We are financially sustainable.</li></ul>				
	HOW WE MEASURE		<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Staff engagement survey</li><li>Transparency and Integrity Hub reports and engagement</li></ul>				
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>External funding reporting for State and Federal Government programs</li><li>Preparation and management of grant funding submissions</li><li>Strategic planning for grant funding</li><li>Long term, strategic and operational planning and reporting such as development of the Annual Plan and Annual Report</li><li>Development of the policy framework for council</li><li>Project management of business improvement initiatives</li><li>Portfolio, program, project management office</li><li>Collate and analyse research and data to support council planning and decision-making</li><li>Coordination of Transparency and Integrity Hub content</li></ul>				



## SUSTAINABILITY AND EMERGENCY MANAGEMENT

RESPONSIBILITY			Infrastructure and Environment Department					
<div>Sustainability program, climate change program, disaster operations (response and recovery), community preparedness training, support to the SES and Rural Fire Brigade funding.</div>								
RESOURCES	FTE	7.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	362	EXPENSES \$	2,465	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME		THEME 2 – SAFE, INCLUSIVE AND CREATIVE					
			THEME 3 – NATURAL AND SUSTAINABLE					
	OUTCOMES		<div><div>Our community feels safe.</div><div>Knowledge and learnings from our past are used to guide and be shared with future generations.</div><div>Ipswich is celebrated as a clean, green, circular economy city.</div><div>We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.</div></div>					
	HOW WE MEASURE		<div><div>Community Perception Survey</div><div>Living in Ipswich (liveability indicator)</div><div>Shape Your Ipswich engagement</div></div>					
CORE SERVICE ACTIVITIES			<div><div>Annual corporate environmental sustainability reporting</div><div>Coordinate corporate sustainability program</div><div>Climate adaption and mitigation program</div><div>Assess emergency action plans for referable dams</div><div>Council-owned land fire response coordination</div><div>Flood intelligence capability</div><div>Maintain disaster risk assessment, emergency planning, response and recovery capability</div><div>Coordinate disaster operations and emergency response</div><div>Promote disaster resilience within the community</div><div>Secretariat for the City of Ipswich Local Disaster Management Group (LDMG) and Local Recovery and Resilience Group (LRRG)</div><div>Operational support to police and emergency services</div><div>Support State Emergency Service (SES)</div></div>					

## WORKPLACE HEALTH AND SAFETY

RESPONSIBILITY			Corporate Services Department				
<ul style="list-style-type: none"><li>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.</li></ul>							
RESOURCES	FTE	6.0	OPERATING BUDGET (\$ '000) 2022-2023	REVENUE \$	-	EXPENSES \$	897
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"><li>We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.</li><li>Our people are valued, engaged, supported and empowered to deliver at their best.</li></ul>					
	HOW WE MEASURE	<ul style="list-style-type: none"><li>Community Perception Survey</li><li>Living in Ipswich (liveability indicator)</li><li>Staff engagement survey</li></ul>					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"><li>Healthy workforce promotion such as the Employee Assistance Program and iHealth, a program to focus on physical, mental and social health</li><li>Proactive incident management</li><li>Rehabilitation management</li><li>Workplace health and safety compensation claim management</li><li>Workplace health and safety compliance management</li><li>Work environment management including occupational therapy and rehabilitation services</li><li>Provide safety requirements for contractor and supplier procurement</li><li>Evaluate contractor and supplier safety capacity and performance</li></ul>				



## GLOSSARY

TERM	DEFINITION
<b>Advocacy</b>	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.
<b>Annual Plan</b>	The Annual Plan is 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.
<b>Annual Report</b>	A detailed account of the progress made (during a particular fiscal year) towards outcomes pertaining to a council plan.
<b>Assets</b>	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, stationary, 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.
<b>Budget</b>	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.
<b>Capital Works Program</b>	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.
<b>Commercial Business Unit</b>	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.
<b>Community</b>	Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists.
<b>Corporate Plan</b>	The Corporate Plan is 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.
<b>Ipswich Planning Scheme</b>	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> .
<b>Long-Term Financial Forecast (LTFF)</b>	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.
<b>Operational Plan</b>	The Operational Plan is a section of the Annual Plan which sets projects and actions that will be undertaken in a fiscal year period.
<b>Policy</b>	A policy set out 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.
<b>Project</b>	A project is 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.
<b>Strategy</b>	A strategy is 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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