



# City of Ipswich **Operational Plan**

2020/2021 | Quarter 2 Report



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

You can download a copy of this report at **[ipswich.qld.gov.au/about\\_council/corporate\\_publications](https://ipswich.qld.gov.au/about_council/corporate_publications)**.

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





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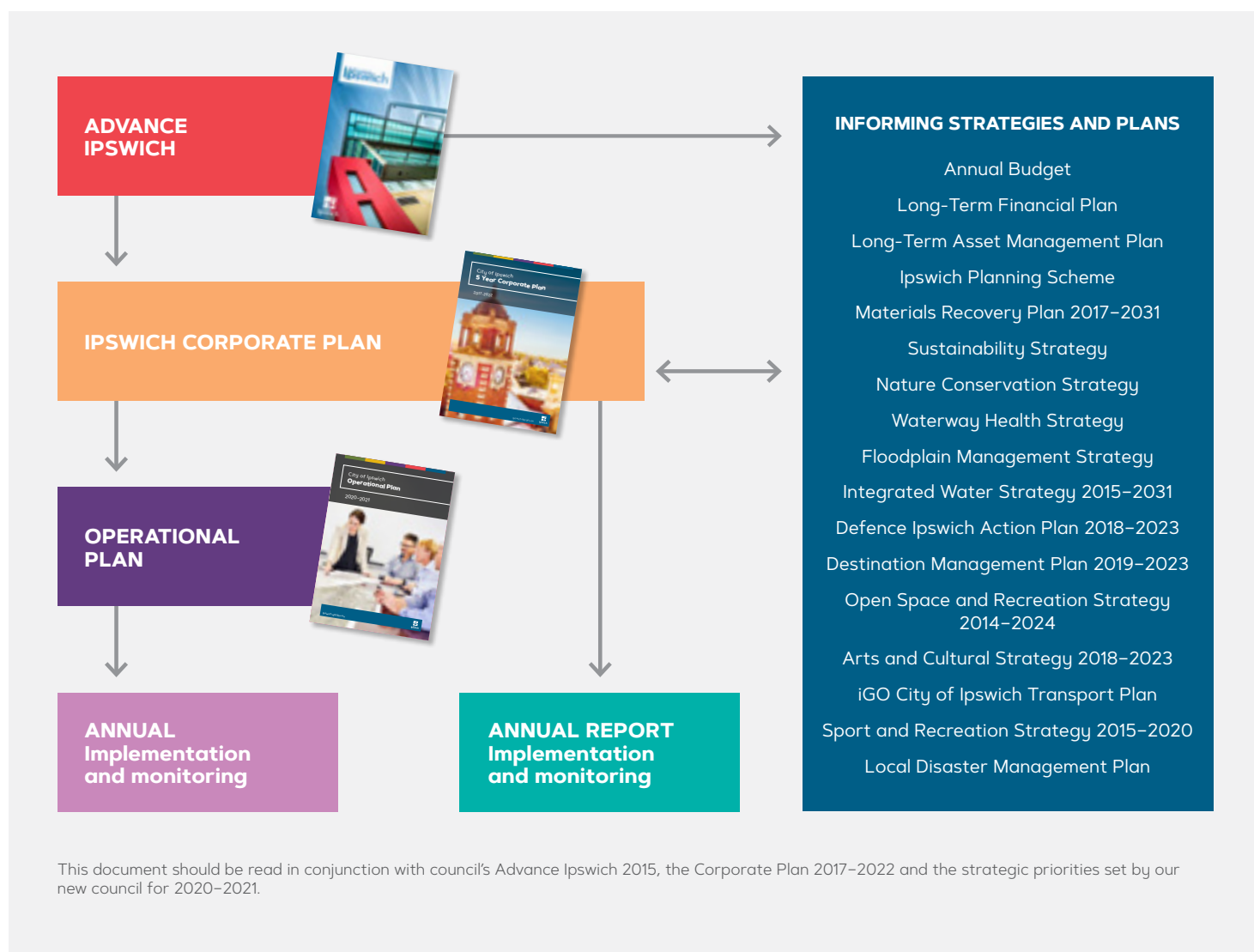


## CORPORATE PLANNING

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

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

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



## OUR NEW COUNCIL'S STRATEGIC PRIORITIES 2020–2021

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

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

## CORE BUSINESS FUNCTIONS

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

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

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






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

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

## ACHIEVEMENTS AND KEY ACTIONS 2020-2021

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

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

STATUS			No.	%
NOT YET COMMENCED		This deliverable has not yet begun, but is scheduled to begin later in the year and be completed within the FY.	0	0%
AT RISK		This deliverable is at risk of not achieving its targeted outcome.	6	8%
ON TARGET		This deliverable is progressing as scheduled.	53	72%
NOT PROCEEDING		This deliverable is not progressing as scheduled and funding has been reallocated.	3	4%
COMPLETE		This deliverable has been completed and has achieved the targeted outcome.	12	16%
TOTAL			74	100%

# THEME 1

## STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)



### GOAL 1

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

## INITIATIVES AND ACHIEVEMENTS

### The Ipswich Central Redevelopment

The Ipswich Central Business District (CBD) is being transformed into a vibrant mixed use development with civic functions, retail, commercial, entertainment and public spaces. The project's successful delivery will drive significant economic benefits, create jobs and encourage commercial investment.

During Q2:

- works continued to the interior and exterior of the administration building, practical completion by Hutchinson Builders is anticipated in March 2021 with occupation of the building by council staff likely from June 2021
- practical completion was achieved for the car park, and replacement of existing lighting on levels B3 to B6 commenced
- Ipswich Central Library and Tulumur Place were formally opened
- works to the EATS façade and associated streetscape improvement works were completed
- a consultancy was commenced to consider options and associated costs of widening Bottle Alley between Nicholas and Ellenborough Streets
- works on the Commonwealth Hotel commenced with practical completion scheduled for mid-March 2021
- the procurement process for the operation of the car park under Tulumur Place was finalised with the successful tenderer to commence 1 January 2021
- council approved refurbishment of EATS and Metro A and B facades together with adjoining streetscape works in Nicholas Street and Union Place.





### **Pilot Façade Improvement Program**

The Pilot Façade Improvement Program was designed to incentivise businesses and building owners in the Ipswich Central precinct to improve their street appeal. The program is part of a broad program of activity being developed to stimulate wider investment and to revitalise economic and community activity within Ipswich Central.

The Pilot Façade Improvement Program launched on 27 July and closed on 19 October 2020. The program allowed applicants 3 months to source quotes and submit applications through Smarty Grants.

Twelve applications were submitted for the program, with seven others commenced but not submitted.

Total funding requested across the 12 completed applications totalled \$136,849, exceeding the \$100,000 pilot allocation.

Given the program was over-subscribed, the assessment panel prioritised the applications using the agreed and published assessment criteria: benefits (40%), the project (30%), local contractors (20%) and budget (10%).

Based on this assessment, eight of the 12 applications were recommended to receive funding utilising \$93,723.73.

As council is committed to this program, Councillors unanimously agreed to extend the funding to almost \$137,000 to assist all applicants seeking a council allocation up to \$15,000 each.

### **Council building certifiers partner with Apprenticeships Queensland**

Council has been supporting the not-for-profit Apprenticeships Queensland under the Building Futures Program to provide education opportunities for trainees and apprentices. The program recently provided an opportunity for students to renovate a historic home at 10 Williams Street, Woodend.

Council Building Certifiers worked alongside stakeholders and contractors through the construction stages of the project. This provided a chance to educate trainees, apprentices and students about the building and construction industry. The program also worked with parents and the students to provide career advice and work placement opportunities.

The program targets youth unemployment and has value to Ipswich City as it supports training and employment opportunities for local young people. The program created placements for 60 secondary students from across Ipswich and every student involved in the program has managed to secure ongoing employment.



### **Women drivers program**

Council has been granted an exemption by the Queensland Industrial Relations Commission under the Anti-Discrimination Act to advertise for females only to be recruited for a training program to obtain the Heavy Rigid (HR) licence needed to drive a waste truck.

The submission stated that there are often socio-economic barriers faced by women seeking to meet the HR licence prerequisite as there are significant costs involved in obtaining the licence including specialised lessons, the cost of the licence itself and the time involved for the lessons.

Women are recognised as being under represented across the transport industry and these measures aim to assist women to enter the industry.



## DELIVERABLES



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 1:</b> Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city					
<b>KEY ACTION:</b> Promote a major investment pathway within council that supports investment attraction in key sectors. (9.2/1.1)		<b>OUTCOME:</b> Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.			
Development of Industrial Land Strategy.	<p>An Industrial Land and Employment Needs Analysis has been commissioned by council's City Design Branch in collaboration with the Major Projects and Advocacy Section to scope and inform the project. The Needs Analysis is scheduled for completion in Q3.</p> <p>The Industrial Land Strategy will be scoped on receipt of the needs analysis. It is a tight timeline to have the project scoped and completed in Q4, however, given the breadth of scope of the Industrial Land and Employment Needs Analysis, the project is not at risk.</p>				
Deliver Small Business Program.	<p>Work continued on making Ipswich City Council 'small business friendly', in line with the council's signing of the Queensland Small Business Charter in Q1.</p> <p>As a demonstration project the 'Food Truck Friendly Council' was initiated to simplify the processes required for food truck owners to operate in Ipswich. This project aims to understand and streamline the friction points for food truck operators when interacting with council and to find ways to activate local spaces with local food trucks, which in turn provides lifestyle benefits to community and business growth opportunities to local businesses.</p> <p>Work on this project will continue for the next two quarters with a launch event planned for June 2021. Insights gained from the project will inform streamlining processes for other types of businesses.</p>				
Deliver Business Support Fund.	<p>Round two of the Small Business Funding Program opened on 1 October 2020. In the quarter to 31 December 2020, \$13,806.66 had been disbursed to 14 businesses who had experienced a reduction in turnover due to COVID-19.</p> <p>Based on demand to date the funding program will be under-subscribed with over \$100,000 (of \$200,000) left in allocated funds to disburse before 30 June 2021. The Economic and Community Development Branch will work with key stakeholders (e.g. Ipswich Chamber of Commerce) to utilise the funding to support economic resilience early Q3, with a view to program or budget amendment.</p>				
Implement the new Buy Ipswich approach providing enhanced support and opportunities to develop local business and industry.	Deliverable complete Q1.				

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 2:</b> Provide a full spectrum of life-long learning opportunities, from early learning through schooling to vocational training and tertiary education that aligns skills and education with emerging employment opportunities.					
<b>KEY ACTION:</b> Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)		<b>OUTCOME:</b> Increased participation in learning opportunities across targeted community groups.			
Finalise the Regional Skills Investment program with the Department of Employment, Small Business and Training.	<p>The Linking Industry Regional Skills Investment Strategy project was completed in November 2020.</p> <p>The project helped to understand the need for funded training pathways for businesses and workers in the Ipswich region in the areas of hazardous sites, digital business marketing, advanced welding workshops, chiller training for air-conditioning and CNC programming and operation.</p> <p>Industry networks and connections were made to provide most of this training and a business case was developed to call for a CNC training pathway.</p> <p>The most significant benefit of this project was the industry networks and relationships created between council and industry, and within and across industry.</p>				
<b>STRATEGY 3:</b> Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre.					
<b>KEY ACTION:</b> Maintain a strong council presence within the Ipswich CBD as the main administrative centre for the Local Government Area. (9.2/3.1)		<b>OUTCOME:</b> Planned relocation of complete council Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19.			
Delivery of the Ipswich Central Redevelopment program for 2020-2021: Opening of new Ipswich Central library, civic space, and carpark.	<p>Practical completion was achieved for the car park and replacement of existing lighting on levels B3 to B6 commenced – all new lifts are now operational and the B1 exit operational.</p> <p>Replacement of two air extraction fans was also finalised.</p> <p>Ipswich Central Library and Tulumur Place were formally opened in late November 2020 and early December 2020 respectively.</p>				
Relocation of existing South Street library operations to new building and establishing children's library in South Street (until new children's library is opened in 2021-2022).	Both Interim Children's Library and new Ipswich Central Library were delivered on schedule and fully operational. The new Central Library was officially opened in a special ceremony on 5 December 2020 and has received enthusiastic community response.				
ICT deliverables for new library and interim children's library.	<p>Information and Communication Technology (ICT) fit-out works for the Ipswich Central Library were completed in advance of the opening held on 5 December 2020.</p> <p>ICT deliverables were also completed for the opening of the interim children's library.</p>				
Construction of new council administration building.	Works continued to the interior and exterior of the administration building – practical completion by Hutchinson Builders is anticipated in March 2021 with occupation of the building by council staff likely from June 2021. The tower crane was dismantled in November 2020				
Delivery of retail development.	<p>As at mid-December 2020, eight non-legally binding Heads of Agreements (HOA's) (including for the cinema tenancy) had been endorsed. During the December 2020 quarter, a further four HOA's from prospective tenants were received with council currently reviewing their proposed commercial terms. Council's leasing agent continued discussions with a number of other prospective tenants for the precinct.</p> <p>Works to the EATS façade and associated streetscape improvement works were completed allowing improved pedestrian outcomes and aesthetics along Nicholas Street.</p> <p>Commencement of a consultancy to consider options and cost of widening Bottle Alley between Nicholas and Ellenborough Streets.</p> <p>Works on the Commonwealth Hotel commenced with practical completion scheduled for mid-March 2021.</p> <p>Council approved refurbishment of EATS and Metro A and B facades together with adjoining streetscape works in Nicholas Street and Union Place.</p>				
<b>KEY:</b> NOT YET COMMENCED  AT RISK  ON TARGET  NOT PROCEEDING  COMPLETE					



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>KEY ACTION:</b> Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living. (9.2/3.3)					
<b>OUTCOME:</b> Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.					
Feasibility and Business Case developed for update to Civic Centre.	Concept designs, proposed outcomes and high level cost estimates have been received. Documentation received includes floor and section plans, massing modelling (proposed images) and cost for construction estimate summary table. Documentation generated to date positions the project ready for consultation with key stakeholders leading to the commencement of a detailed feasibility and business case proposal. Noting Q1 comment regarding completion date, council officers remain confident that a target delivery of Q4 remains achievable.	!	🔄		
<b>STRATEGY 4:</b> Strengthen the local digital economy.					
<b>KEY ACTION:</b> Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.4/4.1)					
<b>OUTCOME:</b> Prioritisation and broad integration of the Ipswich Smart City Program.					
Implementation, evaluation and review of Fire Station 101 operations and programming.	A draft plan has been prepared for a change in operations and programming of Fire Station 101. The plan proposes a move away from co-working to event space, enabling capability and capacity building opportunities for local businesses and industry associations.  Consultation on the ongoing operations of Fire Station 101 will be held with the Mayor and Councillors in Q3.	🔄	🔄		
<b>STRATEGY 5:</b> Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries.					
<b>KEY ACTION:</b> Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)					
<b>OUTCOME:</b> Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.					
Implementation, evaluation and review of the Defence Ipswich Action Plan.	Information and Communication Technology (ICT) fit-out works for the Ipswich Central Library were completed in advance of the opening held on 5 December 2020.  ICT deliverables were also completed for the opening of the interim children's library.	🔄	🔄		



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 6:</b> Diversify the local economy.					
<b>KEY ACTION:</b> Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)		<b>OUTCOME:</b> Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.			
Development and implementation of a business development program to assist tourism operators with change to market conditions (trade ready).	<p>Despite the ongoing challenges and limitations on the travel market, the Destination Development Section has been able to deliver a range of tactical activity to ensure the 37 Priority Actions under the City of Ipswich Destination Management Plan 2019-2023 are met, including:</p> <p><b>Publicity and Marketing:</b></p> <ul style="list-style-type: none"> <li>spring School Holidays campaign</li> <li>Queen's Birthday campaign</li> <li>Christmas campaign</li> <li>summer School Holidays campaign</li> <li>Myer Centre Digital Billboard campaign</li> <li>Channel 7 Weekended Series (15 episodes from August 2020 – July 2021)</li> <li>Must Do Brisbane articles distributed weekly</li> <li>Discover Ipswich experience articles distributed weekly as 'inside' feature stories'</li> <li>publicity alert distributed monthly</li> <li>feature in Ipswich in 'quarterly mini guide' (September)</li> <li>Cunningham Highway Billboard</li> <li>East Street Billboard</li> <li>Film Ipswich - Mapping film-making locations in the city</li> <li>brochure distribution</li> </ul> <p><b>Visitor Experiences re-launched/launched:</b></p> <ul style="list-style-type: none"> <li>animal encounters</li> <li>Japanese Tea Ceremony</li> <li>City Lights White Rock walking tour</li> <li>ICC Employees \$20 thank you offer</li> </ul> <p><b>Industry Development:</b></p> <ul style="list-style-type: none"> <li>10 Operators participated in the Domestic Trade Ready program</li> </ul> <p>Despite the pandemic restraints, this SEQ focused activity has delivered strong lead results from the Discover Ipswich website, including an increase in user base and time spent on page. 2020 website results:</p> <p>Page views: 2,709,725 (28.5% increase YOY)</p> <p>Users: 1,459,229 (29.2% increase YOY)</p> <p>Time on page: 2 minutes and 2 seconds (40% increase YOY)</p> <p>Leads: 110,476 (39.5% increase YOY).</p>				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
Stage 2: Program launch - 'Soft infrastructure' grant program to support ITON operators participating in the attracting Group travel (domestic and international) to the city.	<p>The Ipswich Exceptional Experiences Program (IEEP) 2020-2021 was endorsed by the Economic and Industry Development Committee on 15 October 2020 and council on 22 October 2020. The program was developed to help support Ipswich Tourism businesses to create a new or enhance an existing visitor experience. \$50,000.00 was allocated to the IEEP in the Program Guidelines and Destination Development budget. The program was well received and over-subscribed:</p> <ul style="list-style-type: none"> <li>16 applications were received totalling \$95,642.14 in funding sought, with 15 deemed eligible under the Program guidelines</li> <li>the 15 eligible applications represented \$85,642.14 in funding sought</li> <li>the Assessment Panel's recommendation would provide funding to eight applicants (nine if the funding pool is expanded by \$2,500)</li> <li>an additional seven businesses expressed interest in applying for a future round of the program if it was offered</li> <li>applications were received and assessed independently within council's SmartyGrants account.</li> </ul> <p>Successful applicants were notified and provided with a funding agreement, detailing specific evaluation programs for each applicant. Unsuccessful applicants are also being contacted and offered application feedback sessions or alternate support options where relevant.</p> <p>A report will be prepared for the Economic and Industry Development Committee in the new year concerning the performance of the 2020-2021 pilot round, and provide a recommendation regarding implementing an extension of the program into the 2021-2022 budget.</p>				
<p><b>KEY ACTION:</b> Support transport, logistics, and manufacturing industries, particularly where local SEQ western corridor products and agriculture are used. (9.2/6.5)</p> <p><b>OUTCOME:</b> Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.</p>					
Delivery of Advocacy Plan for the Willowbank Ebenezer Intermodal (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	This project is pending the outcomes of the Willowbank Intermodal Social and Economic Assessment and will commence Q3.				





## THEME 2 MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE



### GOAL 2

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

### INITIATIVES AND ACHIEVEMENTS



#### Council delivering on transport plan as major projects completed in 2020

Ipswich City Council is moving forward with the delivery of iGO – The City of Ipswich Transport Plan, but notes an increasing trend of private motor vehicle use, which could stretch the region's road network.

A special report presented to the Growth, Infrastructure and Waste Committee recommends more State Government investment and resources for sustainable modes of transport is required for a city expected to more than double its current population of 230,000 by 2040.

Ipswich is the fastest-growing region in Queensland – the population increased at a rate of 4.6 per cent in 2018/19, by 2041 and the city will welcome another

336,000 residents increasing our current population from 222,000 to 558,000.

One of the recommendations considered by Councillors was that council continue to support iGO and give regard to the iGO mode share targets and shift to a more sustainable forms of travel in Ipswich when considering future council investment priorities.



### Free parking trials to begin within Ipswich city centre

Two parking trials began in the Ipswich city centre on 26 October 2020.

The six-month trials adopted by Ipswich City Council include a new 15-minute free parking option and the removal of timed and priced parking in the CBD on Saturdays.

Council provide more than 3,500 parking spaces in the Ipswich city centre, which include both on-street and off-street spaces. Of these parking spaces, approximately 710 spaces are subject to priced parking while the remaining are either unrestricted or managed using time restrictions.

The new 15-minute option allows users of parking in the CBD to print and display a 15-minute parking ticket at no cost. Stays longer than 15 minutes will require users to pay for parking.

Parking will be free after 5.00 pm workdays and free all day Saturday and Sunday. During the week the first three hours will be free with an hourly fee after that period up to a maximum value or the whole day. There is also an early bird option for weekday customers.

There will be about 100 spaces under Tulumur Place and other off- and on-street parking within a short walking distance of Tulumur Place.

### Council advocates for our region's fair share

Council welcomed the government's announcement of \$3.8 million in capital works for Ipswich in August and the allocation of \$1 million in part-funding for the next stage of the business case for the Ipswich to Springfield Central public transport corridor.

A recent independent study identified that the Queensland Government has spent \$17,700 per-capita on capital expenditure over the past eight years within the Ipswich region. Comparatively, the state has invested \$33,600 per capita on capital expenditure in inner-city Brisbane, this data clearly shows that Ipswich City has received half the capital investment compared to Brisbane residents.

Ipswich's population boom cannot be sustained with this level of under-investment across Ipswich and if unchanged will result in hindered economic recovery and disadvantage of our residents over the long term.

Ipswich needs further commitments from all parties to major infrastructure projects and policy reform.

In November, council released its election advocacy brochure targeting five regionally-significant projects for investment from the state:

- Ipswich Central to Springfield Central (I2S) Public Transport Corridor
- Waste and Planning Act Reform
- Ipswich Central Second River Crossing
- Ebenezer Regional Industrial Area
- North Ipswich Sport and Entertainment Precinct.

These projects are vital for the region and crucial to securing jobs, growth and investment for Ipswich for decades to come.



### **Riverside Drive, Pine Mountain – Upgrade to floodway**

The objective of the project was to upgrade an existing culvert crossing beneath Riverside Drive, Pine Mountain north of H Bells Road. The road is subject to regular inundation. Provide a formalised concrete floodway crossing at the location to improve road serviceability and maintenance of the existing gravel road.

A project to upgrade a local road at Riverside Drive, Pine Mountain (north of H Bells Road) was completed this quarter, on time and on budget. The road is subject to regular inundation and the work undertaken formalised the concrete floodway crossing, improving the road serviceability and maintenance of the existing gravel road.

The action included construction of the cross-road drainage system, and widening the existing road and concrete lining of the floodway crossing. Landscaping works to stabilise and rehabilitate the disturbed areas and restore the vegetation that was removed to allow for safe construction and traffic flow. Challenging terrain and dense vegetation adjacent to the roadway.

Project activity included construction of the cross-road drainage system and widening of the existing road and concrete lining of the floodway crossing. The project was

challenged by the terrain and dense vegetation adjacent to the roadway. The project concluded with landscaping works to stabilise and rehabilitate the disturbed areas and restore the vegetation that was removed to allow for safe construction.

The outcome – improved the flood immunity of the existing gravel road to provide formalised concrete floodway access to the rural residential properties that were severely impacted by adverse weather events due to the surrounding very hilly and undulating country side featuring some large rural drainage catchments that impact on the road. Project completed on time (13 weeks) and budget – total Project Final Cost \$472,851.

The project outcome is improved flood immunity of the existing gravel road to provide formalised concrete floodway access to the rural residential properties often impacted by adverse weather events.

Project completion was on time (13 weeks), and on budget with a total final cost of \$472,851.







## DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 1:</b> Develop a compact, sustainable, mixed use urban form that supports community and economic development.					
<b>KEY ACTION:</b> Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes. (9.3/1.1)	<b>OUTCOME:</b> Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.				
Preliminary drafting of new Planning Scheme and Local Government Infrastructure Plan.	<p>Preliminary drafting of new planning scheme is underway and continuing. Workshops with Councillors on strategic themes including introduction to a planning scheme, legislative requirements, development constraints and opportunities and community engagement.</p> <p>Consultants engaged to provide informing work for the planning scheme including centres strategy review and update and industrial land assessment and needs analysis and to undertake peer review of nominated codes.</p> <p>Meeting with State Planner &amp; key State government officers regarding scheme structure and approach.</p> <p>Local Government Infrastructure Plan (LGIP) – Business case prepared. Budget allocation sought.</p>	!	!		
<b>KEY ACTION:</b> Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	<b>OUTCOME:</b> Social housing strategy that aligns to projected community needs. Increasing social diversity within defined geographic regions.				
Develop an Affordable Living policy.	Initial research and information gathering has commenced to help inform a discussion paper that will be distributed in 2021 for internal and community consultation. Due to resourcing and other community consultation impacts the completion of a developed policy won't be completed in 2020-2021. This policy development will occur in the 2021-2022 program of work for council.	!	!		
<b>KEY ACTION:</b> Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes. (9.3/1.4)	<b>OUTCOME:</b> Delivery of council owned social infrastructure aligned to the Social Infrastructure Plan.				
Develop new 20 year Social Infrastructure Plan.	Report considered by ELT on council's Social Infrastructure Planning and Delivery Framework. The funding and timing of the Social Infrastructure Plan project has now been integrated as a component of the LGIP project and the LGIP Business Case.	!	!		



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 2:</b> Provide adequate land and infrastructure to support community development and economic activity.					
<b>KEY ACTION:</b> Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. (9.3/2.2)		<b>OUTCOME:</b> Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.			
Delivery of the Infrastructure and Environment Capital Works Program for 2020-2021. This includes road maintenance and rehabilitation, and maintenance of 413 parks, 219 reserves and 40 sports fields.	<p>The delivery of the City Maintenance operational objectives are on target with all areas meeting KPI's and service standards.</p> <p>The City Maintenance operational budget is slightly under YTD forecast (\$26.6M Actual vs \$29.6M forecast, 90% YTD).</p> <p>The City Maintenance section response to the challenges of COVID-19 have been winding back:</p> <ul style="list-style-type: none"> <li>all staff who had the option to work from home returned to office</li> <li>field staff travelling in vehicles returned to pre-COVID-19 arrangements (with cleaning materials available in all cars)</li> <li>proactive provision of hand sanitiser and masks for all staff</li> </ul> <p>December 2020 had average summer rain totals, with grass growth ramping up. Anticipation of above average rainfall during Summer in line with advice from the Bureau of Meteorology who have advised that Australia is in a La-Nina weather event.</p> <p>Some projects in the Capital Program are to be deferred until next financial year (2021/22) due to a combination of design delays, approvals required from 3rd Party asset owners and extended procurement activities. Formal submission to be provided in BAV2.</p>				
Deliver an Advocacy Plan for Norman St. Bridge (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	Deliverable complete Q1.				
Represent the community and council interests on the Project Steering Committee for the Brisbane Lions Centre and Training Facility.	All contractual and operational matters have now been resolved in relation to this project. Final planning approval has also been issued by council which will enable the Lions to commence construction in mid-February. The project remains on track.				
Deliver an Advocacy and Engagement Plan focused on economic and workforce priorities.	<p>Work continued on implementing the Advocacy and Engagement Plan, highlights in Q2 included:</p> <ul style="list-style-type: none"> <li>established the Ipswich Leaders Alliance (ILA) with Office of the Mayor</li> <li>developed project-specific advocacy collateral for the ILA priority projects and Council Regionally Significant Projects</li> <li>obtained state government election funding commitments and support from all major political parties for regionally significant projects</li> <li>developed and published an election commitment scorecard to capture all secured election commitments.</li> </ul>				
Deliver an Advocacy Plan for the North Ipswich Stadium (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	<p>The North Ipswich Sport and Entertainment Precinct Options Analysis has been completed and the Ipswich Sporting Expansion Bid Development Plan was progressed. This plan provides a methodology for working with the Ipswich Jets and Western Pride to determine the opportunities for each club and the associated requirements for each team to present a compelling bid to entering a national sporting competition. In Q3, a subject matter expert (SME) will be engaged to work directly with the clubs and prepare an independent assessment of each club. The SME will also provide an overview of the costs and process to hosting an NRL or A-League associated game in Ipswich.</p> <p>It is anticipated The North Ipswich Sport and Entertainment Precinct Options Analysis and SME report will be presented to council in Q3.</p>				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 3:</b> Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.					
<b>KEY ACTION:</b> Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable. (9.3/31)		<b>OUTCOME:</b> Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.			
Implementation program for iGO in 20/21.	The Green Workplace Travel Plan is progressing with the staff survey and analysis of data completed during the Q2.  A presentation on the plan and progress to date was undertaken for ELT and first draft report has also been submitted for council review.				
Deliver an Advocacy Plan for the Ipswich to Springfield Public Transport Corridor (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	Deliverable complete Q1.				
<b>STRATEGY 4:</b> The city's heritage is conserved.					
No key actions identified for delivery 2020-2021.					
<b>STRATEGY 5:</b> Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.					
No key actions identified for delivery 2020-2021.					

## THEME 3

### CARING FOR OUR COMMUNITY



#### GOAL 3

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

## INITIATIVES AND ACHIEVEMENTS

### The official launch of Tulumur Place

November marked a historic moment for the City of Ipswich – the official launch of Tulumur Place, stage two of the \$250 million Nicholas Street Precinct redevelopment, with a grand opening event held in conjunction with the popular Handmade Expo Markets.

The opening was hosted by Marnie and Campo from River 94.9 which featured the 'turning on' of the water play zone which was a popular feature on the day, a traditional smoking ceremony by the Yugara Traditional Dancers, acknowledgement of the precinct's artwork (including Standing and Evolve) and entertainment from a number of local musicians.

Approximately 13,000 people attended the markets and official opening event on 28 November 2020, with positive feedback received from precinct businesses, market organisers, stallholders and the general public.

The following week saw the Future Food Flavours food truck event roll into town. Approximately 4,000 attendees flocked to Tulumur Place to enjoy an evening of good food, entertainment, craft for the kiddies, water play, and the Four Hearts Brewing Co Deck Bar.

Unfortunately, several other events planned for the month of December had to be cancelled or rescheduled due to extreme weather conditions, but the water play continued to be a drawcard for families, especially after the opening of the new Ipswich Central Library.



## COVID-19 community recovery

The COVID-19 Recovery program of work continues to be developed and delivered by functions across council.

The Human Social and Economic Recovery Working Group monitors and evaluates COVID-19 impacts across Ipswich and makes recommendations for council and partner action.

Round two of the COVID-19 Support Funding Programs were endorsed by council and their deployment has continued in Q2.

Six ICC Environmental Health officers were recognised in the 2020 Service Excellence Awards category of Collaboration for their outstanding efforts and contribution to the community for their work in COVID-19 response.

The officers were deployed to the Queensland Health West Moreton Public Health Unit in response to the public health emergency to COVID-19. The officers worked as Public Health Emergency Officers under the provisions of the Public Health Act 2005 to assist the local State Government Public Health Officers.

The officers worked effectively and collaboratively under difficult circumstances to ensure that the public health emergency to COVID-19 was effectively managed and to assist in containing the outbreak of COVID 19 within Ipswich. They exercised their functions, duties and powers as Emergency Officers, with due care, professionalism skill and diligence.

## Interim children's library transition

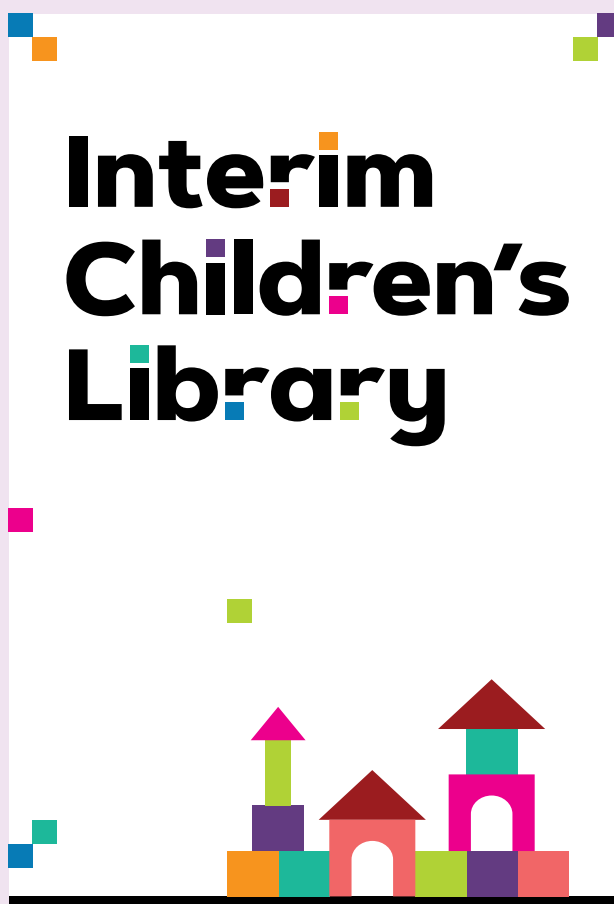
To facilitate the strategic split in library services and resources in the Ipswich Central area while the central Children's Library is being constructed, an interim facility to house the Children's offering needed to be developed.

This interim library required an age appropriate aesthetic including activated spaces and resources specifically for children.

The transformation of Ipswich Central Library into the Interim Children's Library was executed over a two week period. Logistics included:

- extensive weeding of the existing collection
- boxing and transporting of the collection to the new Ipswich Central Library
- relocation or repurposing of existing shelving
- a stocktake of all IT equipment to be reconfigured and/or relocated
- furniture, fittings and equipment stocktake relocation and disposal
- coordination of internal and external service providers to install all new furniture, signage, technology and the children's collection
- design and implementation of a comprehensive marketing campaign
- design and installation of a cohesive age appropriate look and feel.

# Interim Children's Library



The feedback from the community has been positive and enthusiastic. It provides the community an insight into the exciting new Children's Library, set for delivery in mid-2021.



### Storm wrap up

October 31 2020 saw a once in generation storm which became known as the Halloween Storm. The storm tore through parts of Ipswich and Logan dumping giant hail.

Thousands of homes across the Ipswich region suffered extensive roof damage, many of which resulted in collapsed internal ceilings, major water damage to internal structures along with damaged home contents. Hundreds of families had no choice but to leave their homes and some are still unable to return.

At the end of December 2020 the Insurance Council of Australia had reported more than 27,500 claims with losses estimated at \$500 million.

Energex and the SES were inundated with calls for assistance and a council led local disaster coordination centre and local disaster management group were put in place to assist residents.

Ipswich City Council established [The Ipswich Hail Event](#) community information page on Shape Your Ipswich page to provide advice and assistance for the thousands of Ipswich residents affected by the storm.

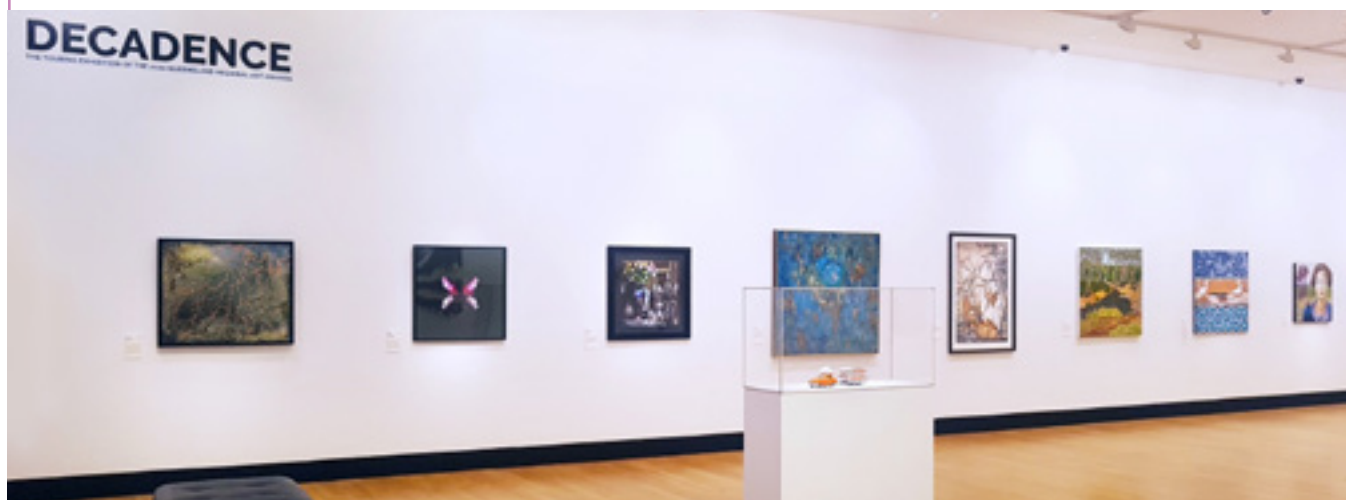
Council also offered [kerbside collection](#) of building waste, storm-damaged furniture and whitegoods as well as special food-only waste bins.

Recovery efforts are still ongoing, and council continues to reflect on the event to address issues moving forward.

### Hearts and minds: wartime propaganda

During October 2020 the Ipswich Art Gallery presented a national touring exhibition from the Australian War Memorial. 'Hearts and Minds: wartime propaganda' featured 40 home-fronted posters from the First and Second World Wars. Despite COVID-19 safe restrictions limiting visitor attendance during this period, the historically significant exhibition attracted an audience to Ipswich with visitors leaving the following comments: *'Awesome, well worth the travel from bayside', 'Hearts and Minds and Amberley collection, we came in specifically for these', 'Great! Worth the trip from the northside', 'first time from interstate, saw (promo) poster and loved Hearts and Minds'.*

The gallery also featured the work of local artists with solo exhibitions by professional ceramic artist Jane du Rand and emerging painter Kylie Stevens. In addition, both artists were represented in the exhibition 'Decadence: the touring exhibition of the 2020 Queensland Regional Art Awards' which opened in December 2020 in the Gallery's major exhibition space. A total of seven Ipswich artists were amongst the 30 finalists in the awards exhibition, toured by Flying Arts Alliance, including local photographer and major award winner LeAnne Vincent. LeeAnne's winning work titled 'Flourish' was acquired for the City's art collection.





### NAIDOC Week 8-15 November

NAIDOC week is extremely significant for the people of Ipswich. We join together to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people.

This year's NAIDOC event was impacted like most across the country by COVID-19, with national acknowledgement of the week, originally scheduled for July, pushed back to November.

The delayed event took place at the Briggs Road Sports Centre after receiving sign-off for the event's COVID-19 safe plan by Queensland Health.

Aboriginal and Torres Strait Islander people make up 4.4 per cent of our local Ipswich community and council is proud to employ a diverse workforce which reflects the community we serve.











The Ipswich NAIDOC event has contributed to many changes over the years including the breakdown of lateral violence between family groups, increased community participation and has provided opportunity for many services to interact and provide support to attendee's and their families.





## DELIVERABLES









DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 1:</b> Inform, educate and celebrate with the community those elements of our history that have shaped our identity.					
<b>KEY ACTION:</b> Strengthen council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	<b>OUTCOME:</b> Active citizen and stakeholder engagement informing strategic marketing and communications.				
Implementation of the 20/21 City Events Plan.	Deliverable complete Q2.				
<b>STRATEGY 2:</b> Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.					
<b>KEY ACTION:</b> Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	<b>OUTCOME:</b> Community informed and engaged through planned communication.				
Implementation of Liveability survey (Living in Ipswich) that will provide indicators and inform a range of plans and strategies for the city.	Outcomes of the pilot Living in Ipswich Survey were presented and endorsed at the 19 November 2020 Community, Culture, Arts and Sport Committee (Item 3 – Living in Ipswich Pilot Survey Results) and subsequent Council Ordinary Meeting. The next survey will commence in April 2021 and be conducted on an annual basis. The liveability indicators from the survey will be used as a measure in council's new corporate plan and other strategic planning. The deliverable of implementing the survey has now been completed.				
<b>STRATEGY 3:</b> Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.					
<b>KEY ACTION:</b> Develop a community development plan for our communities of place and interest. (9.4/3.1)	<b>OUTCOME:</b> Increased capability of, and participation by, communities.				
Development of a Community Development Strategy.	<p>The draft Community Development Strategy was workshopped with the Mayor and Councillors on 1 December 2020.</p> <p>The five themes contained in the Strategy were supported by the Mayor and Councillors, they are:</p> <ul style="list-style-type: none"> <li>▪ Capacity Building and Resilience</li> <li>▪ Social Impact and Innovation</li> <li>▪ Inclusion</li> <li>▪ Connectedness and Wellbeing</li> <li>▪ Culture and Diversity</li> <li>▪ Civic Participation and Leadership</li> </ul> <p>The Community Development Strategy is scheduled for finalisation and presentation to council for adoption in Q3.</p>				

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>KEY ACTION:</b> Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)		<b>OUTCOME:</b> Increased capability of, and participation by, communities.			
Design a community organisation capacity building program.	<p>Work was completed in Q2 to understand the current demand and capacity of community sector services due to COVID-19 and the impact on future service.</p> <p>The overarching aim of the community organisation capacity building program is to increase resilience and capability of local community groups and services</p> <p>This approach was successfully tested during the Springfield Lakes storm event on 31 October 2020, which caused significant damage to dwellings and vehicles. Council's Community Development response included a strong focus on community led relief, achieved by mentoring, supporting and working alongside Springfield Lakes YMCA community centre to initiate the Community Relief Centre. The Community Development team were in attendance over the 10 days facilitating and supporting an array of services and providing on the ground intel to the Local Disaster Management Group. Over the event 2,300 people attended seeking support from the array of services that had set up on site and was providing outreach (Energex, Housing and Public Works, Life Line, Community Recovery, Insurance Firms etc).</p>				
<b>KEY ACTION:</b> Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)		<b>OUTCOME:</b> Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library.			
Delivery of the Rosewood Library.	The new Rosewood Library opened 27 July 2020.				
<b>KEY ACTION:</b> Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)		<b>OUTCOME:</b> Plans for, and design of, community facilities are informed by community needs.			
Review and update the Library 2019-2024 Strategy to incorporate new library and customer service models.	The Libraries Strategy draft document has been received and is currently being reviewed. The final document will not be completed by the forecast completion date however it will be completed in Q3.				
Increase capacity to support city wide library stock rotation and business support (Logistics Hub Extension).	Options being sourced for consideration. Proposed plan will be complete by forecast completion date. The plan will be in place, budget allocation will be carried over to 21/22.				
Design and delivery of second (2nd) Library Pod.	Deferred to 21/22 Financial Year.				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>KEY ACTION:</b> Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. (9.4/3.4)					
<b>OUTCOME:</b> Closer alignment to child friendly city principles.					
Adoption and launch of council's Children, Young People and Families Policy.	The Children, Young People and Families Policy was adopted by council at its ordinary meeting in August 2020. The launch of the policy occurred during Children's Week: Ipswich Children's Voices on 26 October 2020 and Flick the 'switch' on 30 October 2020. An evaluation of the launch was presented and endorsed at the 19 November 2020 Community, Culture, Arts and Sport Committee (Item 4 – Evaluation: Children Young People and Families Policy Launch) and subsequent Council Ordinary meeting. The project was delivered largely on budget however there were some minor additional costs <\$1k related to making the launch events COVID-19 safe. This deliverable is now complete.				
<b>STRATEGY 4:</b> Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities.					
<b>KEY ACTION:</b> Facilitate service planning and delivery arrangements with government and non-government agencies utilising council's evidence base to ensure services are delivered in an equitable, timely and efficient manner to meet community needs. (9.4/4.1)					
<b>OUTCOME:</b> Coordinated social service delivery informed by social data.					
Finalisation of the Libraries and Customer Services Systems and Business Process Review.	Most review stages have been completed and project in on track for closure March 2021.				
<b>STRATEGY 5:</b> Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.					
<b>KEY ACTION:</b> Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)					
<b>OUTCOME:</b> Increased engagement of community members in their own health outcomes.					
Undertake research -phase 1 – for later development of a Healthy City strategic policy.	Data collection, collation and research on attributes that create a healthy city has commenced to help inform a discussion paper and consultation in phase 2 which will occur in 2021-2022.				
<b>STRATEGY 6:</b> Build on the success of council's community safety programs to address new and emerging issues.					
<b>KEY ACTION:</b> Delivery of the Safe City program aligned to crime prevention and community safety plans. (9.4/6.4)					
<b>OUTCOME:</b> The Safe City network and program is incorporated in projects and plans to realise a reduction in crime in public places and an increased sense of community safety.					
Identify and increase Community Safety Network based on evidenced demand.	Camera and network installation in the Nicholas Street Precinct area has been completed. Q2 saw the provision of a Community Safety Plan for Ipswich Central and the agreement to establish a Safe City Advisory Group. The Queens Park installation has been delayed, awaiting permit details from Main Roads and possible design changes are being negotiated.				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 7:</b> Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.					
<b>KEY ACTION:</b> Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city. (9.4/7.1)		<b>OUTCOME:</b> Approved strategy becomes the baseline for consistent and goal oriented decision making.			
Develop and implement a program of work to deliver council's Arts and Cultural Strategy in 2020-2021.	<p>Council continues to deliver on its commitment to the Arts and Culture Strategy.</p> <p>The delivery of the inaugural Creators of Ipswich Summit on 13 November 2020 attracted over 100 attendees representing our diverse local community of creators including photography, visual art, performing arts, heritage, music, fashion, dance, digital design, film, crafts, architecture, writing and indigenous art.</p> <p>Dr Ashley Jones from the University of Southern Queensland conducted the Creators of Ipswich survey, publicly reviewing the Arts and Culture Strategy and the priorities and dynamics of the Ipswich creative community.</p> <p>The Creative Arts Development Officer role advertised has been prepared and will be advertised for appointment in early 2021.</p> <p>Registrations were opened for the 2021 Ipswich Art Awards with an expanded program of activities and categories.</p>				
<b>STRATEGY 8:</b> Develop greater community resilience and readiness.					
<b>KEY ACTION:</b> Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)		<b>OUTCOME:</b> Emergency Management Strategy to be developed to provide a framework for public information.			
Delivery of a Community Resilience Program (emergency management).	<p>Council continues to provide the My Ipswich Alerts Service to the community.</p> <p>The Disability Inclusive Disaster Risk Reduction (DIDRR) partnership which is being delivered in consultation with University of Sydney, the Queensland Disability Network and Community Services Industry Alliance has engaged key stakeholders within the community to align project outcomes.</p>				
Delivery of a COVID-19 Recovery Program.	<p>The COVID Recovery Program of work continues to be developed and delivered by functions across council.</p> <p>The Human Social and Economic Recovery working group monitors and evaluates COVID impacts across Ipswich and makes recommendations for council and partner action.</p> <p>Round two of the COVID Support Funding Programs was endorsed by council and their deployment has continued in Q2.</p>				
<b>KEY ACTION:</b> Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)		<b>OUTCOME:</b> Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.			
Delivery of the 2020-2021 program for Fuel Reduced Zones - Conservation estates (burning and pre/post vegetation management).	<p>The contract for the required works has now been awarded and the hazard reduction works will be conducted through January and February.</p>				

## THEME 4

# CARING FOR OUR ENVIRONMENT



### GOAL 4

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

## INITIATIVES AND ACHIEVEMENTS

### Ipswich Nature Centre Plan: Eagle, Platypus and Koalas

A masterplan has been developed by Ipswich City Council to ensure the Ipswich Nature Centre is keeping pace with modern zoo requirements into the future and responding to the growing needs of the Ipswich community.

It sets a vision for the biggest transformation of the Ipswich Nature Centre in a decade.

There are five stages to the Queens Park Nature Centre and Discovery Hub Masterplan. Some of the main projects included are:

- **Stage 1:** wedge tail eagle exhibit
- **Stage 2:** a new Nature Centre entrance and discovery centre built
- **Stage 3:** an aquatic house built to house platypus and water rat
- **Stage 4:** a koala centre to be built and bilby exhibit upgrade
- **Stage 5:** pademelon exhibit and dingo exhibit relocation.



The plan includes the use of smart technology, state-of-the-art enclosures and an opportunity for more interaction with Australian wildlife. A local Ipswich habitat-based approach will ensure Ipswich ecosystems are recreated within the exhibits.

The plan aligns with council's strategic priorities, which recognises that the protection and preservation of the natural environment is a key component in creating a sustainable and liveable community.





### Platypus Recovery Plan

In November 2020 council adopted the inaugural Platypus Recovery Plan. The platypus is identified as an iconic species in council's Nature Conservation Strategy 2015. It was identified due to concerns that the species was undergoing a population decline in Queensland and Ipswich. It is such an important species in monitoring the health of freshwater ecosystems which garners significant public interest and concern. The Recovery Plan outlines what is known about platypus in Ipswich waterways, their threats, and sets actions and goals tailored to the different parts of the LGA. Many of the actions will be delivered through current programs, such as Landholder Conservation Partnerships, Habitat Connections and implementation of the Waterway Health Strategy.

### Resilient Australia awards winner (QLD)

The ICC Emergency Management Unit and Marketing Services Branch were recently announced as winners of the Resilient Australia Award in the Local Government category for the Emergency Management Animation Series.

The purpose of the series was simple: educate the community about how to respond during emergencies, in particular, what to do when faced with floodwaters, how to prepare for storm season, and how to be bushfire ready. To challenge the emergency advertising status quo, Ipswich City Council created an animation series, leaning on popular culture references and distributed the series via an integrated marketing campaign across multiple channels. The creative was informed by the insight that over 11 million Australians watch Netflix each year and referenced notable elements and storylines from popular streamed programmes.



### Small Creek wins 2020 AILA National Award of Excellence for Land Management

The Small Creek naturalization is one of Australia's most significant waterway restoration projects. Following a rich community engagement process, the vision has become a reality. Stages 1 and 2 works have recreated 1,180 meters of healthy functioning waterway within a public parkland setting, delivering multiple benefits to the community and the environment.

Through a deliberately integrated approach, the design has responded in equal parts to biodiversity,

flooding and resilience, drainage, health and safety, and maintenance. Small Creek, located in Raceview, is now as notable for its ecological restoration outcomes as for its stormwater management and invigoration of an undervalued drainage corridor.

This follows the winning of the Queensland award amongst 10 other regional and national awards.



### Acquisition of conservation land

In December 2020 council purchased 65 hectares of prime conservation land at Woolshed, which will be added to the Mount Grandchester Conservation Estate.

Council has been working with the owners for some time and the acquisition was completed prior to Christmas. The Ipswich Enviroplan Program and Levy funds will be used to purchase the land for a six figure sum.

It secures and actively restores vegetation including existing eucalypt forest, unique patches of rocky outcrops and habitat areas for significant species which includes the vulnerable koala and glossy-black cockatoo. This acquisition will provide the opportunity to restore previously cleared pasture land to a near historical remnant state.

Landscape and aesthetic values along with Aboriginal cultural heritage will be protected along the regionally significant Little Liverpool Range corridor. The council acquisition will double the width of the protected area for the north-south wildlife movement corridor at its narrowest 'pinch' point to 1000m from the current 400m. Wider protected and managed corridors support safer movement for wildlife through the landscape.



### Local Government Illegal Dumping Partnership Program

Council has been successful in obtaining a \$200,000 grant from the Department of Environment and Science for the 2020/21 period to combat illegal dumping within our community.

Proactive and reactive compliance strategies have been implemented across Ipswich including the installation of covert cameras at identified dumping hotspots. Coercive compliance strategies have been utilised for the first time to obtain the identity of offenders allowing enforcement to take place.

The funding of two additional on-ground compliance officers to investigate illegal dumping, aims to prevent waste entering Queensland's environment and reduce the associated costs of cleaning up illegal dumping to the community. Although only halfway through the program, aims of reducing litter and illegal dumping, and identifying more offenders is being achieved through a more considered proactive approach.

In less than six months the project team has achieved some significant results with over 130 successful compliance outcomes, such as offenders made to clean up the illegal dumping or the issuing of infringements. Our natural environment has also benefited as over 550,000 litres of illegally dumped waste has been identified and removed from road reserves, parks, environmental areas and private properties to be disposed of correctly. This volume equates to 2292 wheelie bins.

Community engagement through the use of social media has raised awareness about the issue and the environmental and financial impacts of illegal dumping which is helping to drive positive, long term changes in community attitudes and behaviours to prevent littering and illegal dumping.



### Ironpot Creek

Ironpot Creek at Pine Mountain was identified in council's recent Waterway Health Strategy as an area requiring targeted actions.

In response, council's environment team has drastically improved a 180 metre section with the installation of more than 200 tonnes of rock and 11,000 plants.

The significant works will prevent erosion from collapsing the creek's banks and will give a major boost to the health of the Bremer River.

The works will prevent up to 100 cubic metres of sediment each year from washing into the Bremer River and contributing to poor waterway health scores.

This design has created a series of rock pools that allow a transition of levels through the creek. This both reduces erosion caused by water velocity, and allows the sediment to settle.

Once the plants are established, Ironpot Creek will once again represent a natural landscape. Re-used natural materials were used on site, such as a few trees that had to be removed during the works were integrated into the rock pools and used to stabilise banks.

The Ironpot Creek project is part of council's Stormwater Quality Offsets Scheme, which uses developer contributions to deliver projects that improve water quality.



### Sports field renovations

Ipswich City Council maintains 170 sport field playing surfaces at 41 locations, covering over 106 hectares and catering for a variety of sporting codes, from Rugby League to Cricket.

The sports fields require routine renovations to ensure the health and longevity of the playing surfaces. These renovations are planned around the playing seasons of codes and clubs. In October-December 2020 the following fields were renovated:

- Anzac Park
- North Ipswich Reserve
- Evan Marginson Park
- Ebbw Vale Fields
- Suttons Park Field A&B
- Springfield Central DA16 1A & 1B
- Jim Finimore Oval
- Keppen Park Field 2
- Redbank Plains Baseball Field
- Richardson Park
- Cribb Park Fields A&B

The scope of work included:

- top dressing sand
- aeration
- weed spraying
- spraying out existing varied grass species and plants and replacing with new single turf species to make care and maintenance easier.

The renovation works are carried out to restore the playing surfaces to an acceptable level and have safe playing fields for Ipswich Sports Clubs to use, while also improving the aesthetics of fields and playing surfaces.





## DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 1:</b> Secure and protect important areas of native habitat and vegetation.					
No key actions identified for delivery 2020-2021.					
<b>STRATEGY 2:</b> Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.					
<b>KEY ACTION:</b> Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	<b>OUTCOME:</b> Work in partnership with offset brokers / organisations in the strategic delivery of environmental offsets in alignment with the Nature Conservation Strategy and Koala Habitat Management Plan.				
Develop and implement an Environmental Offsets Policy.	A draft Environmental Offsets Policy has been drafted and undertaking internal consultation and guidance on how to integrate the policy work within the planning scheme review.	🔄	🔄		
Review vegetation mapping to inform a later review of the Nature Conservation Strategy.	Project scoping and procurement planning is currently in progress.	✗	🔄		
<b>STRATEGY 3:</b> Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.					
<b>KEY ACTION:</b> Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	<b>OUTCOME:</b> Improved waterway and wetland health.				
Black Snake Creek Project - Stage 2.	Partners confirmed and partnership agreements approved and signed. Awaiting procurement and hydrologist advice on the details and placement of trees. Anticipated for an Autumn planting still on track pending procurement process.	🔄	🔄		
<b>KEY ACTION:</b> Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	<b>OUTCOME:</b> Implement the Waterway Partnership program working with private landholders to restore riparian corridors and reduce erosion risks.				
Water Quality Offset (Small Creek) Construction - Stage 3.	Tender process complete and awarded, construction work to commence in January 2021.	🔄	🔄		
<b>KEY ACTION:</b> Ensure effective catchment and floodplain management. (9.5/3.4)	<b>OUTCOME:</b> Review and implementation of the Waterway Health Strategy.				
Review and update the Waterway Health Strategy.	Deliverable complete Q1.	✓	✓		
<b>KEY ACTION:</b> Ensure effective catchment and floodplain management. (9.5/3.4)	<b>OUTCOME:</b> Maintain up-to-date flood studies.				
Undertake flood studies of several catchments to ensure effective floodplain management planning allowing for more informed decision making for the City.	Detailed scoping has only commenced for the Bundamba Creek flood study. Engagement of consultant expected within Q3. Completion expected to be in the 1st quarter FY21/22. Remaining studies will be reprioritized for delivery next financial year using available budget.	🔄	!		
<b>KEY ACTION:</b> Ensure effective catchment and floodplain management. (9.5/3.4)	<b>OUTCOME:</b> Delivery of Catchment Corridor Plans.				
Finalise the Ipswich Integrated Catchment Plan.	Final Draft completed and received, and being reviewed with council stakeholders.	🔄	🔄		

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 4: Enhance urban greening.</b>					
<b>KEY ACTION:</b> Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	<b>OUTCOME:</b> Complete condition assessment of existing gardens to identify a possible refurbishment program.				
Review and update Queens Park Conservation Management Plan and Queens Park Land Management Plan.	Consultants have been engaged for the Conservation Management Plan and procurement has commenced to engage consultants for the Queens Park Land Management Plan. Completion for both plans is expected in Q4.				
<b>KEY ACTION:</b> Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	<b>OUTCOME:</b> Strategic plan identifying possible street tree planting opportunities (where are their gaps) and develop a street tree planting program.				
Review the Streetscape Design Guideline.	On-going input and development of the Streetscape Design Guideline is currently underway.				
<b>KEY ACTION:</b> Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	<b>OUTCOME:</b> Review current maintenance program, including street trees and footpath gardens.				
Develop the Urban Greening Strategy.	Scoping and stakeholder engagement well underway. Project procurement is in development.				
<b>STRATEGY 5: Use resources efficiently and sustainably.</b>					
<b>KEY ACTION:</b> Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.4/5.1)	<b>OUTCOME:</b> Maximise diversion of waste from landfilling through the kerbside recycling and green waste services and public transfer stations.				
Replace and update Waste Management System including fleet and weighbridge.	Ipswich Waste Services (IWS) went live on 1 December 2020 with a new system (Mandalay) to help with weighbridge operations at the Riverview Recycling and Refuse Centre. Included in this Project was the replacement of an in-vehicle monitoring system, with a new system (WasteTrack) for the council's fleet of waste vehicles. This solution has added functionality to manage domestic and commercial collections. Invoicing integration yet to be developed. Legacy system to be decommissioned once integration complete.				
Delivery of Waste Infrastructure Plan.	The following project outputs have been progressed in Q2: <ul style="list-style-type: none"> <li>continued engagement with council stakeholders regarding future Waste Infrastructure – on target</li> <li>undertook Public consultation around community expectations for future Waste Infrastructure – complete</li> <li>drafted specification for Consultant to undertake Concept Design / Concept options for Future Waste Infrastructure – on target</li> <li>commenced draft needs analysis for Future Waste Infrastructure as a component of Deliverable 55.</li> </ul>				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>KEY ACTION:</b> Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.4/5.1)		<b>OUTCOME:</b> Develop and implement the Resource Optimisation Plan.			
Review and update the Materials Recovery Plan (Waste Management and Resource Recovery Plan).	<p>The following project outputs have been progressed in Q2:</p> <ul style="list-style-type: none"> <li>commenced Waste Composition Audits underpinning the Plan Review, scheduled to be completed in January - on target</li> <li>Shape Your Ipswich Community Survey - completed</li> <li>briefing to Councillors on Bulk Kerbside options - completed</li> <li>Commenced Needs Analysis documentation supporting Materials Recovery Plan - on target.</li> </ul>				
<b>KEY ACTION:</b> Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)		<b>OUTCOME:</b> Finalise and implement the Corporate Environmental Sustainability Plan.			
Develop a Sustainability Policy.	Final engagement involved a Councillor workshop which was delivered during the quarter. The policy was adopted by resolution on 10 December 2020.				
Update the Ipswich Sustainability Strategy.	Community engagement from the sustainability policy was evaluated and included into the strategy review. Workshops commenced with internal stakeholders.				
Develop a renewable energy plan.	A renewable energy plan which reviewed power purchase agreements and large-scale generation certificate feasibility was finalised.				
Develop a State of the Environment Report.	Discussion and development in progress.				
<b>STRATEGY 6:</b> Improve environmental awareness, education and compliance.					
<b>KEY ACTION:</b> Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)		<b>OUTCOME:</b> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.			
Deliver the Illegal Dumping Partnership Program in conjunction with the Department of Environment and Science.	<p>During the period October – December 2020 the illegal dumping team have had 83 successful compliance outcomes (i.e. PIN issued, waste removed by offender following verbal warning or removed following illegal dumping tape applied to waste dumped). 19 Penalty Infringement Notices have been issued to alleged offenders during the period. Across council, 302 additional incidents of illegal dumping have been reported with 449,120 litres of waste reported/located. Of this, 356,881 litres of waste have been removed from the roadside or natural environment by offenders, private land owners and council. 83 investigations are ongoing.</p> <p>Since the commencement of the program data has been kept which indicates that dumping on road reserves and the kerbside remains the most popular dumping site reported to council at 68%. 13% of dumping occurs in parks and other council reserves. Household items are the most common waste dumped equating to 63% of the total volume located.</p>				





## THEME 5

### LISTENING, LEADING AND FINANCIAL MANAGEMENT



#### GOAL 5

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

## INITIATIVES AND ACHIEVEMENTS

### Changes to council's light vehicle fleet

The council Fleet Services team will shortly update the Light Vehicle Handbook to reflect an extension in council changeover schedule for light vehicles from 4 years / 80,000kms to 5 years / 100,000kms, whichever comes first. Council has 171 light vehicles consisting mostly of Ford Ranger vehicles. In 2018, Ford Australia altered their vehicle warranties from 3 Year / 100,000 kilometres to 5 Year / unlimited kilometre warranty. Today, there are 116 vehicles that are covered under this updated Ford Australia warranty.

The light vehicle fleet replacement is an ongoing requirement for the council to undertake as services rely heavily on vehicles to be kept as operationally

efficient as possible. The task to research and identify the optimal change-over to provide peak benefits to council was recently completed. The proposed plan to alter the frequency of procurement for these vehicles and smooth the requirement for maintenance and life spans which will generate financial benefits over a period of time.

The change in replacement program facilitates an additional \$5.8 million reallocation of council funds over 5 years to other required asset (equipment) replacement programs, ultimately providing cost-savings and cost-optimisation for council asset management.



## Transparency and Integrity Hub

The Transparency and Integrity Hub (the Hub) is an initiative to deliver greater openness and transparency to the community, to 'open the books', and begin to restore the trust of the Ipswich community. The new Hub was launched on 1 July 2020 just nine and a half weeks after the resolution of the new council. Financial and procurement data, including contracts awarded to local businesses and contributing to local employment, are now published to the Hub on a monthly basis. In line with council's resolution, council published a quarterly report to the Hub on expenditure and revenue against planned budget. Consent was sought and received from all current Councillors for the publication of their remuneration and expenses on the Hub on a

monthly basis and the data was loaded to the Hub in December. During the quarter, significant work continued on council's application to the Queensland Information Commissioner for a waiver from the application of the Information Privacy Principles to publish remuneration and expenses incurred by the former Councillors and directors of controlled beneficial entities. In early December, council's Transparent Governance Community Reference Group provided feedback on improvement opportunities to increase the use and relevance of the Hub to the community. Work will continue in 2021 and beyond to publish information to the Hub that increases the transparency and openness of council's operations and services to the community.

## Legal and Governance Branch Operations

### Human Rights Act 2019

The *Human Rights Act 2019* came into effect on 1 January 2020. Since then the Legal and Governance Branch have been working to implement the Act and raise awareness of human rights among employees and affected 'public entities'. These efforts have recently been commended in a report by the Queensland Human Rights Commission titled 'Putting People First', the first reporting of progress, since the *Human Rights Act 2019 (Qld)* came into effect. This report outlines the work done across Queensland's public sector in implementing the Act over the 2019-2020 financial year and identifies 7 key indicators to measure growth in Queensland's human rights culture. The report was tabled in the Queensland Parliament on 9 December 2020 and highlights a number of noteworthy innovations by council, including its development of human rights scripting, its undertaking to report on the Act in the council annual report despite being under no legislative requirement to do so, and its positive performance against the seven key indicators.

Council has successfully driven the raising of awareness of human rights amongst council employees. This includes undertaking human rights training, raising awareness, reviewing policies and procedures and future planning, these have all been part of this important outcome.

## Execution of Contract Sale of council buildings

Progress was made with the negotiations with West Moreton Hospital and Health Service (WMHHS) for the sale of council buildings to WMHHS. Negotiations were protracted, due to the requirement for WMHHS being required to seek Queensland Treasury approval for the sale. After a long period of negotiation the contracts were executed by both parties, with a settlement date set in August 2021 just after council will move into the new building. With a good effort from legal and property teams involved in this process and with very few conditions still to be met, council is heading towards a successful sale and a much needed purchase by WMHHS.

## Legislative reform

Several important council changes have been implemented off the back of recently introduced legislative changes. The reforms improve transparency in decision-making and council has put in place robust processes to ensure we are fully compliant. Council is currently exceeding its legislative requirement by publishing agendas and minutes from all decision making forums.





### Risk Management

The Insurance and Risk Section have accomplished a number of key organisational outcomes during the quarter which further enhance council's compliance under the Local Government Act 2009 and in the specific areas of fraud and corruption, these include:

- development of the Good Governance checklist
- development of the Corporate/Departmental Risk Management Calendar for 2021
- review and Update of the ICC Enterprise Risk Management suite of Policies and Procedures which were endorsed by the ELT Risk Committee
- review and update of the Fraud and Corruption Control Plan and Fraud and Corruption Control Risk Register which were endorsed by the ELT Risk Committee
- the 5 Year Risk maturity Road Map was endorsed and approved by the ELT Risk Committee
- planning and implementing for the live BCP test exercise on 29 January 2021
- endorsement and approval of the Risk Management Control Reporting Exercise undertaken in the second half of 2020 by the ELT Risk Committee.

### Right to Information and Information Privacy

In conjunction with the update of council's website, a review was undertaken on the Right to Information (RTI) and Complaints pages to ensure that customer satisfaction levels are being met. Work also commenced on providing an online option for customers to pay for their RTI applications, thereby improving the customer experience. The RTI and Information Privacy templates and manual were amended to ensure that recommendations contained in the OIC Audit were met.

As a component of the development of a new Privacy strategy, an audit of Privacy Statements and Collection notices across council was undertaken. All notices/statements have been collated and the review process has commenced with the goal of developing a corporate template for both to ensure we are compliant with relevant legislation.

An audit was undertaken on how council collects and stores personal information for the use of contact tracing as per the advice of the Chief Health Officer for COVID-19. This information has been disseminated to relevant stakeholders to better inform a corporate approach to how personal information is collected for contact tracing, and to ensure that council is not in breach of Qld Health directives and is compliant with information privacy and records management legislation.





## **Conflict of Interest for Employees**

In the second quarter of this year, the Integrity and Complaints Team assumed management responsibilities for the new Conflicts of Interest for Employees process. A review of the current process identified a number of improvements that could be made to streamline requirements and make the system more user friendly. These improvements have been implemented making the system more robust and has reduced risks associated with manual handling of information.

As the process is new to council it was important to also test the system in line with Information Privacy guidelines and a number of areas for improvement were identified and instituted.

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## **Software Solutions for Delegations**

Council has a legislative obligation in relation to the delegation of functions and powers in accordance with the Local Government Act 2009, Local Government Regulation 2012 and other applicable law. The management of the delegation process has historically been a very time intensive manual process.

To mitigate risk associated with the management of this manual operation, a project was undertaken to research and implement an appropriate software solution to streamline and automate this process.

After researching a number of software providers, the solution chosen was provided by Pulse Software. The platform is simple and intuitive for users and has been customised to meet council's requirements. The software easily integrates with legacy business applications making the design and build process very smooth. A soft release of the package across council was undertaken at the end of the quarter with positive feedback being received.

## **People and Culture Operations**

A number of projects aligned to the People and Culture Strategic Plan were finalised in Q2 2020. New team members were appointed to leadership roles and key milestones were met including the development of the Leaders Handbook, the progression of over 100 WH&S procedures into a new format, development of a proposal for management of drugs and alcohol in the workplace and completion of the Recruitment and Selection Strategic Plan.

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## **Finance Branch Operations**

The second quarter for the Finance Team continued primarily 'business as usual' following the completion of council's external audit in early October. Audits of council's controlled entities commenced during the second quarter in conjunction with the Queensland Audit Office.

Improving and developing reporting remained the focus over the quarter specifically including: weekly labour snapshots to General Managers (GM's) and Workforce Review Committee (WRC), updating information on the Transparency and Integrity Hub (e.g. detailed current Councillor Expenses) and monthly performance reporting to Departments, Executive Leadership Team (ELT) and council.

Detailed capital project reporting was developed, including key COVID-19 stimulus grant projects and this report was presented to and discussed by ELT and the Growth, Infrastructure and Waste Committee.

A quarterly budget amendment was collated and presented to council for adoption and strategic planning workshops were commenced in relation to development of the 2021-2022 annual budget.

The team continued to manage and issue over 80,000 rates notices in the quarter to Ipswich ratepayers, and continue collection of outstanding rates. Even through the difficulties of the COVID-19 environment, council's overall outstanding rates remain at a comparatively low level.





## DELIVERABLES

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

DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>STRATEGY 3:</b> Implement initiatives that strengthen governance skills and knowledge.					
<b>KEY ACTION:</b> Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/3.1)		<b>OUTCOME:</b> Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.			
Development of a Strategic Policy Framework that aligns strategic priorities and goals for the City with the United Nations Sustainable Development Goals for 2030.	Ipswich City Council policies represent a wide range of strategic positions that assist council decision-making on matters that impact the Ipswich community and the city's development. Council could strengthen these positions and their related outcomes through a strategic policy framework. A proposed framework will take account of council's broader policy environment (its social, environmental, economic and governance policy statements) and links their overall strategic direction. A proposed framework will also be underpinned by a number of social policy principles, alignment to the United Nations Sustainable Development Goals and targets as well as councils newly developed Corporate Plan. The Strategic Policy Framework will not be finalised until the new 2021-2026 Corporate Plan is finalised. This, combined with resourcing impacts, will mean the framework (which will include a monitoring and evaluation framework for council) will not be completed until 2021-2022.	⚠	⛔		
Delivery of training to build knowledge and capability in good governance, legislative, financial and human resource delegations, managing conflicts of interest and ethical decision-making.	Work is advancing on an annual program of training and development in good governance, including a blend of on-line and in-person options.	🔄	🔄		
Modernised information and communication technologies to support service delivery and efficiency including migration to Microsoft Office 365 and Skype for Business improvements (including decommissioning of PABX).	The delivery partner selected for implementation of Microsoft Office 365. The first project being delivered within council using Agile methodology. Project planning completed. Early adopters migrated to Skype for Business. Microsoft Teams tenancy established.	🔄	🔄		
Implementation of the People and Culture Strategic Plan deliverables for 2020-2021 including: a new performance framework; a new leadership competency framework and development program; and an enhanced approach to attracting and retaining diverse and talented employees.	Implementation of the People and Culture Strategic Plan is continuing and progress on key deliverables has been achieved in Q2. Based on the new leadership capability framework, an Inspiring Leaders Development Program has been developed for implementation in 2021. An enhanced approach to attracting diverse and talented employees is being embedded with an online hiring managers toolkit published.	🔄	🔄		



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>KEY ACTION:</b> Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)		<b>OUTCOME:</b> Maintain an open and transparent approach to information.			
Maturing of our corporate governance and information management through the implementation of: a new Information Management Strategy and Governance Framework; a new Framework for Managing Conflicts of Interest for Employees; an enhanced Complaints Management Framework; strengthened Open Data Policy; and new performance measures for Right to Information and Information Privacy.	Progress has been made in Q2 to mature council's management of risk, information, complaints and conflicts of interest. A good governance checklist was developed and endorsed for implementation.				
Implementation of the new Transparency and Integrity Hub from 1 July 2020 - pushing more information to the community to increase openness and transparency and rebuild trust.	Financial and procurement data, including contracts awarded to local businesses and contributing to local employment, are now published to the hub on a monthly basis. Council also published a quarterly report on expenditure and revenue against planned budget. Consent was sought and received from all current Councillors for the publication of their remuneration and expenses on the hub on a monthly basis and the data was loaded in December.				
<b>STRATEGY 4:</b> Maintain a financially sustainable and resilient approach to budgeting.					
<b>KEY ACTION:</b> Aim to operate council's finances with a modest surplus. (9.6/4.1)		<b>OUTCOME:</b> Ensure sound budgeting principles consistent with long-term financial targets.			
Finalise the business case for the technology platform for the future to drive better value for money and support more integrated business service delivery.	The tender process to select a business partner has now concluded with a highly skilled and experienced partner selected. The business partner will assist in the development of a preliminary business case to identify a target solution that will drive better value for money and support more integrated business service delivery. The preliminary business case is planned for delivery by the end of the Q3.				
Develop an Electric Vehicle Transition Plan for council Fleet.	Project delayed due to undertaking the sustainability Strategy development.				
Finalise implementation of the new centralised category management procurement model including a new contract management framework.	Council is embedding its new centralised category management approach to procurement and a new contract management framework was developed and approved for implementation.				
Continue to monitor, manage and report on council's financial position, including long term financial sustainability, as potentially impacted by the economic uncertainty created by COVID-19.	Council continues to closely monitor, manage and report on expenditure and revenue against the planned budgets. Monthly reports are prepared and presented to council on financial performance with explanations on variances to the budget assumptions including the impact of COVID-19.				



DELIVERABLE 2020-2021	PERFORMANCE	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4
<b>KEY ACTION:</b> Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for assets only'. (9.6/4.2)		<b>OUTCOME:</b> Effectively manage revenue sources relative to debt and service levels.			
Development and delivery of the Asset Management systems and process project tasks for 2020-2021. This is a continuation of the business transformation program.	<p>The project is progressing without the appointment of the Asset Manager, with thanks to the PMO – Coordination &amp; Performance Team.</p> <p>Actions:</p> <ul style="list-style-type: none"> <li>Project Working Group form – Fortnightly meetings proceeding</li> <li>Asset Management Process mapping ongoing</li> <li>Project Sponsor monthly meetings proceeding</li> <li>Asset Manager recruitment still open and accepting referrals.</li> </ul>	⊗	🔄		
<b>STRATEGY 5:</b> Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.					
No key actions identified for delivery 2020-2021.					
<b>STRATEGY 6:</b> Maintain a consistent and efficient approach to laws and compliance activities across the city.					
No key actions identified for delivery 2020-2021.					

# COMMERCIAL BUSINESS UNIT





# **IPSWICH WASTE SERVICES**

## QUARTERLY PERFORMANCE REPORT Q2 (OCTOBER – DECEMBER)

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### **INTRODUCTION**

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

1. Introduction
2. Major highlights of operational activities
3. Current commercial activities
4. Green waste bins
5. Performance in relation to stated performance targets
  - customers
  - financial analysis of quarterly - performance
  - processes
  - recycling and refuse centre data

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### **MAJOR HIGHLIGHTS OF OPERATIONAL ACTIVITIES**

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

#### **Waste Audits**

In November the city commenced its Waste Composition Audits, reviewing all domestic kerbside collection waste streams, self-haul, public place, and commercial and industrial waste practices. These audits will be completed by the end of February, the results of which will be used to inform the city's new Materials Recovery Plan.

#### **Waste Survey**

In November the community submitted ideas to shape Ipswich's plan for reducing waste to landfill. There were 351 contributions to the 'Reducing Our Waste' survey on Shape Your Ipswich, as well as almost 860 comments on six Facebook posts. This a fantastic response by the Ipswich community, with a summary of key survey findings to be released early in 2021.

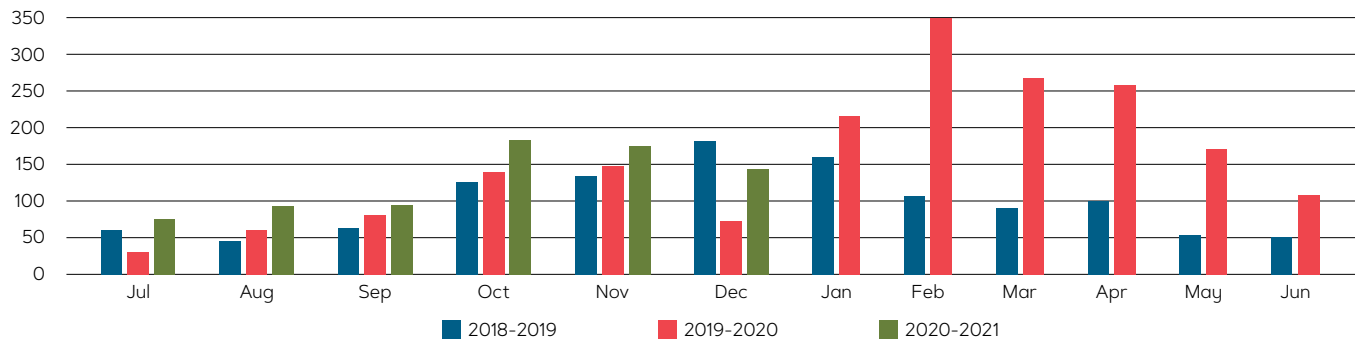
## Current commercial activities

In Q2, Ipswich Waste Services serviced a total of 1,248 commercial customers (as at the end 31 December 2020).

## Green waste bins

A total of 20,374 properties were rated for the domestic green waste bin as at the 31 December 2020.

**NUMBER OF RATED GREEN WASTE SERVICES COMMENCEMENTS**



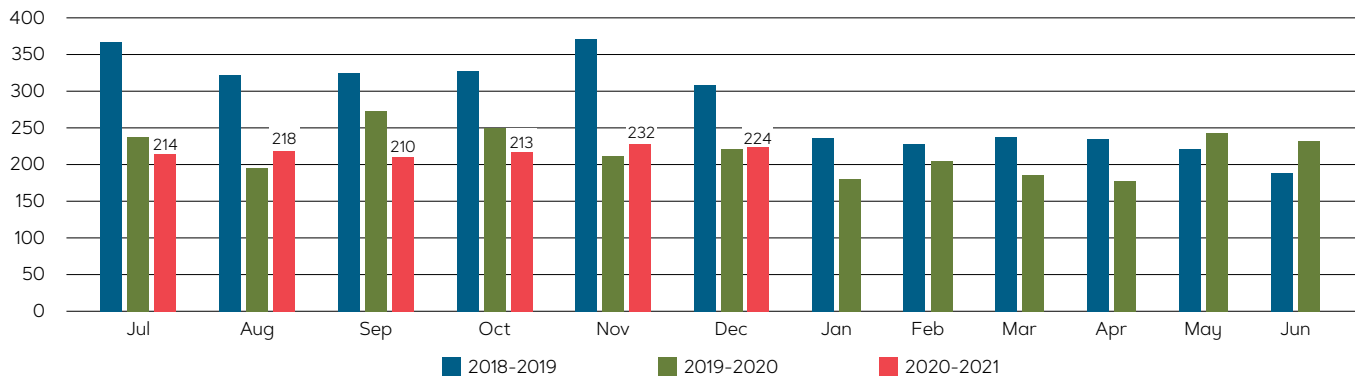
Data from previous quarters may change due to adjustments by third parties.

**Comment:** The city has reached a milestone with more than 20,000 'Opt-in' green waste bin services now being provided. This demonstrates the fantastic attitude of residents to proactively compost this valuable resource.

## Domestic waste (Refuse & Recycling)

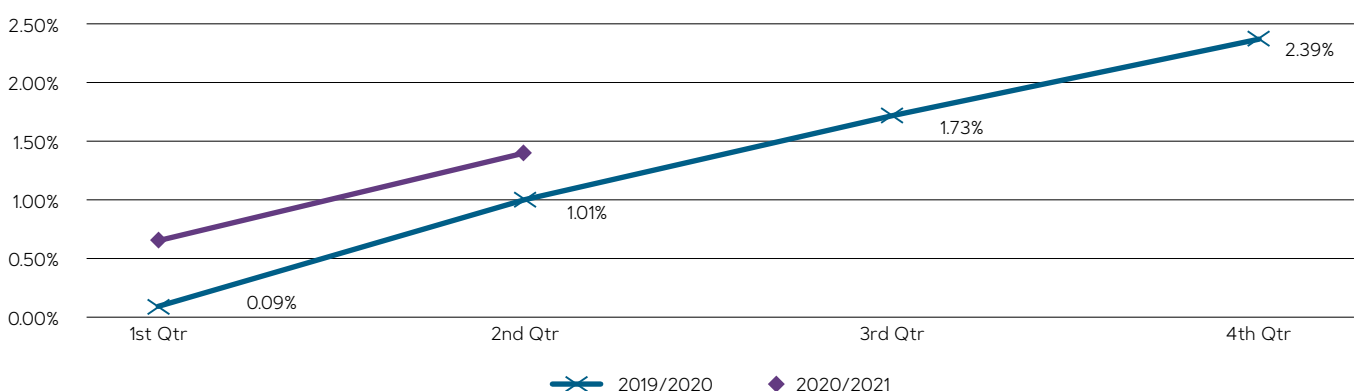
A total of 84,643 properties were rated for the waste services as at the 31 December 2020.

**NUMBER OF RATED REFUSE AND RECYCLING SERVICE COMMENCEMENTS**



Data from previous quarters may change due to adjustments by third parties.

**DOMESTIC REFUSE SERVICE CUMULATIVE ANNUAL GROWTH**



Data from previous quarters may change due to adjustments by third parties.



## PERFORMANCE IN RELATION TO STATED PERFORMANCE TARGETS

### Customers

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

**Comment:** A series of hailstorms smashed through the city on 31 October 2020 particularly affecting the Springfield Lakes and Rosewood regions. The Bureau of Meteorology said the 14cm hail matched the biggest recorded in Australia. This has resulted in above standard damage to domestic and recycling bins.

PERFORMANCE TARGETS - CUSTOMERS						
Key Result Area	Indicator	Standard	Reporting Frequency	October	November	December
Provide value to customers	Number of domestic refuse & recycling bins repair/damaged & replacement/destroyed per 1,000 rated bins in service	<7	Quarterly	5.90	11.00	6.16
	Number of domestic refuse & recycling bin extra bin service/missed bin complaints per 1,000 rated bins in service	<5	Quarterly	4.25	3.92	1.95

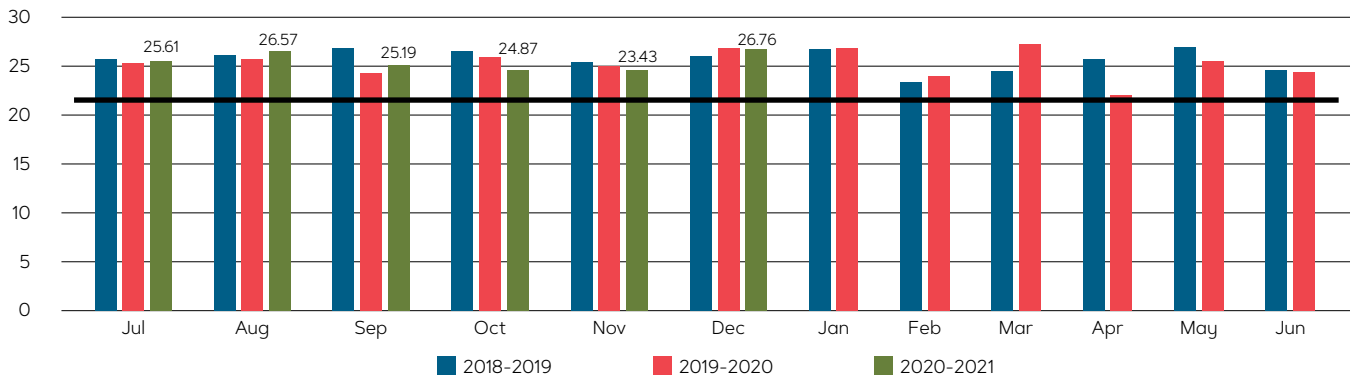
**Comment:** Performance continues to be in compliance with required standard.

### Financial analysis of quarterly performance against budget

PERFORMANCE TARGETS - FINANCIAL				
Key Result Area	Indicator	Target	Reporting Frequency	Result
Provide value to shareholders	Net Profit Margin - Calculated as net (surplus) deficit after tax/earnings *100	19.14%	Quarterly	Oct - Dec
				24.08%
	Budget performance surplus on operations	>budgeted net surplus	Quarterly	Budget QTR \$'000 1,787
				Actual QTR \$'000 2,680

PERFORMANCE TARGETS - FINANCIAL						
Key Result Area	Indicator	Target	Reporting Frequency	October	November	December
Provide value to shareholders	Debtors Days Outstanding	<38 days	Quarterly	24.87	23.43	26.76

### IWS DEBTOR DAYS



Data from previous quarters may change due to adjustments by third parties.

**Comment:** Debtor days remain within target parameters.

## Employees

PERFORMANCE TARGETS - EMPLOYEES				
Key Result Area	Indicator	Standard	Reporting Frequency	
				Oct - Dec
Promote a climate for action within the workforce	Absenteeism – % against available hours	<3.5%	Quarterly	7.00%
	LTISR – Lost time injury severity rate	9	Quarterly	0.00
	Annual leave balance for each staff member of 6 weeks or less	>95%	Quarterly	87.26%

## Processes

PERFORMANCE TARGETS - PROCESSES						
Key Result Area	Indicator	Standard	Reporting Frequency	Result		
				October	November	December
Achieve operational excellence	Extra/Missed Bin Services requests completed within 1 working day	>85%	Quarterly	100%	100%	100%
	# of Requests			415	394	183
	# of Request completed on time			415	393	183
	Domestic refuse & recycling service commencements actioned within 5 working days of notification	>85%	Quarterly	79.81%	81.03%	100%
	# of Requests			213	232	224
	# of Request completed on time			170	188	223
	Green waste service commencements actioned within 5 working days of notification	>85%	Quarterly	75.00%	40.96%	97.47%
	# of Requests			205	166	198
	# of Request completed on time			153	68	193
Key Result Area	Indicator	Standard	Reporting Frequency	Result		
				October	November	December
Achieve operational excellence	Requests for Replacements/ Repairs actioned within 5 working days	>85%	Quarterly	100%	100%	100%
	# of Requests			615	1150	647
	# of Request completed on time			615	1150	647

**Comment:** Operational performance targets were affected by the significant storm event. As displayed by the December results, operational excellence performance standards have been restored.

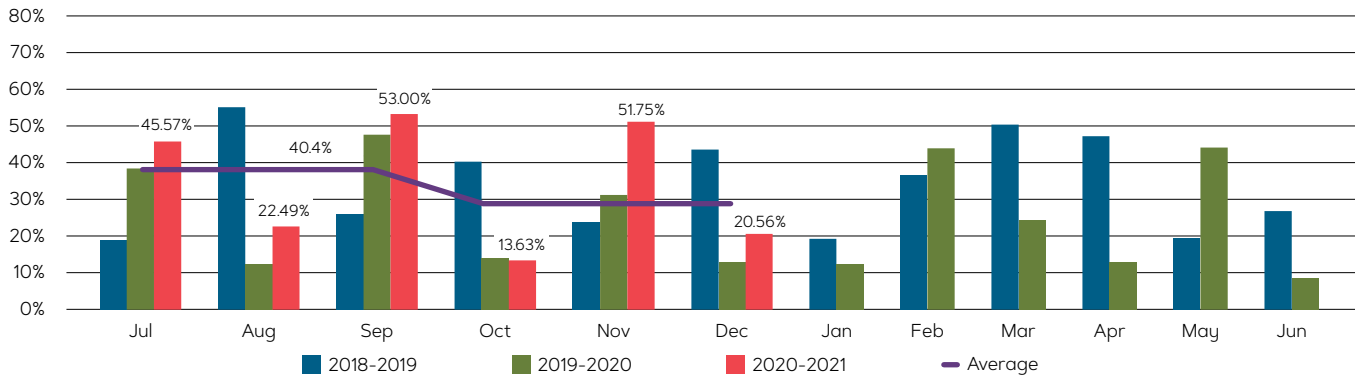
PERFORMANCE TARGETS - PROCESSES						
Key Result Area	Indicator	Target	Reporting Frequency	Result		
				October	November	December
Be a good neighbour	% Waste diverted from landfilling at the Recycling & Refuse Centres	>35%	Quarterly	13.63%	51.75%	20.56%
	% total recycling diverted from domestic collection & disposal services	>25%	Quarterly	18.49%	33.23%	18.13%
	% domestic green waste diverted from domestic refuse service	>3%	Quarterly	7.00%	9.04%	7.63%
	% waste diverted from landfilling by the kerbside recycling service	>15%	Quarterly	15.13%	14.63%	10.75%
	% waste diverted from landfilling by commercial waste services	>5%	Quarterly	8.04%	5.78%	7.42%

**Comment:** Results are varied due to frequency of removal of material from the Recycling and Refuse Centres. Also due to the recent storm event significant contamination of recycling material was experienced therefore making it ineligible for processing.

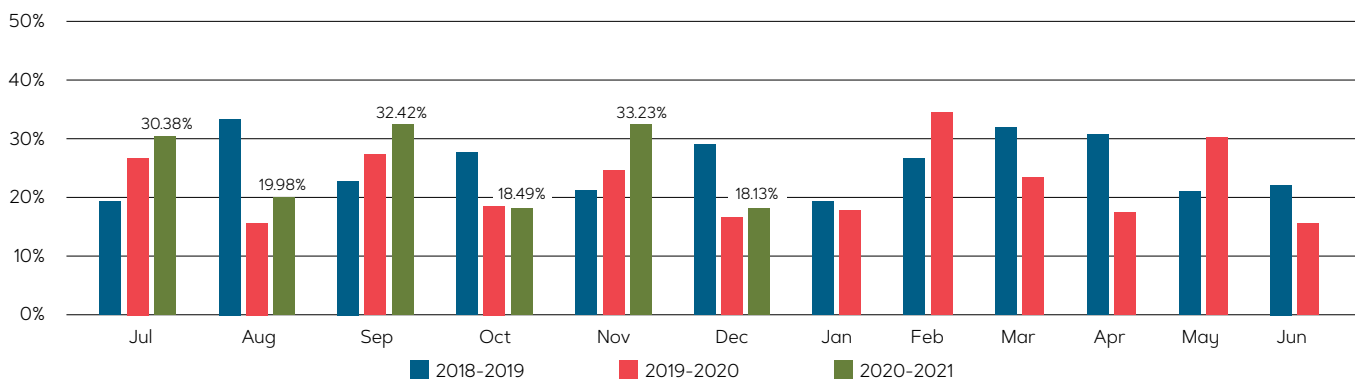


## Recycling & refuse centre data

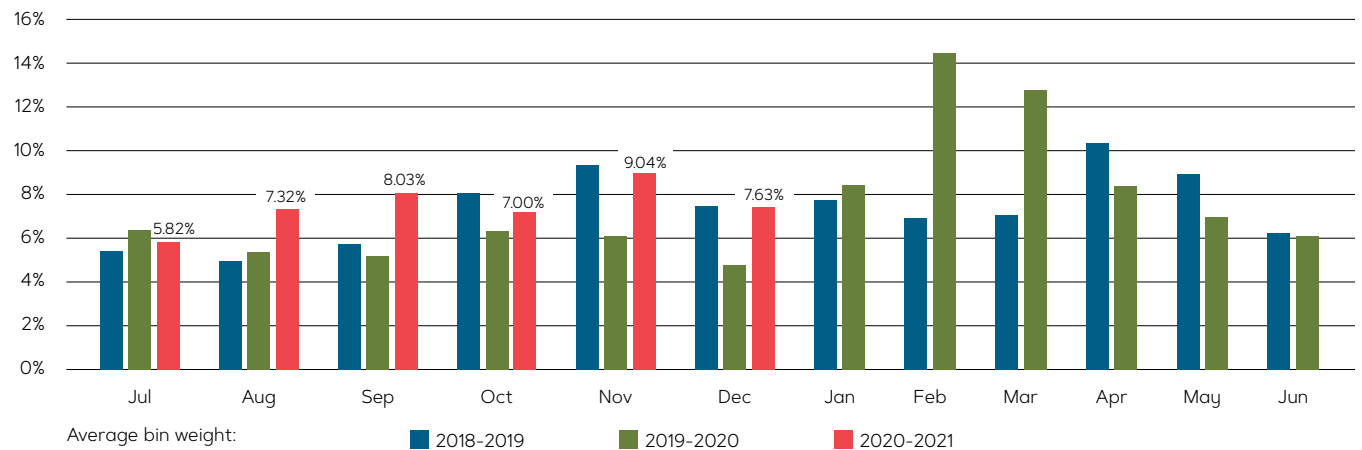
**% WASTE DIVERTED FROM LANDFILLING AT THE RECYCLING AND REFUSE CENTRES**



**% TOTAL RECYCLING DIVERTED FROM DOMESTIC COLLECTION AND DISPOSAL SERVICES**



**% DOMESTIC GREEN WASTE DIVERTED FROM DOMESTIC REFUSE SERVICE**

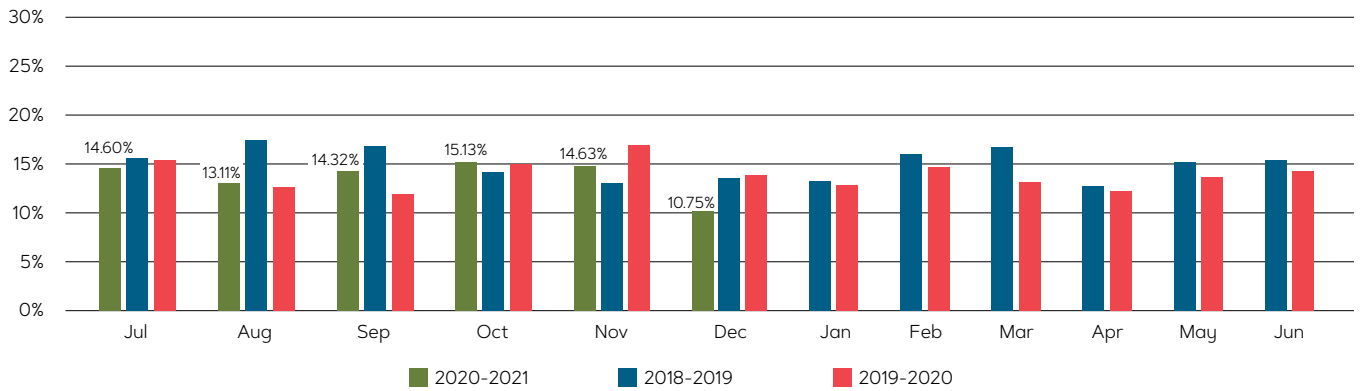


Average bin weight:

October - 18.31kg

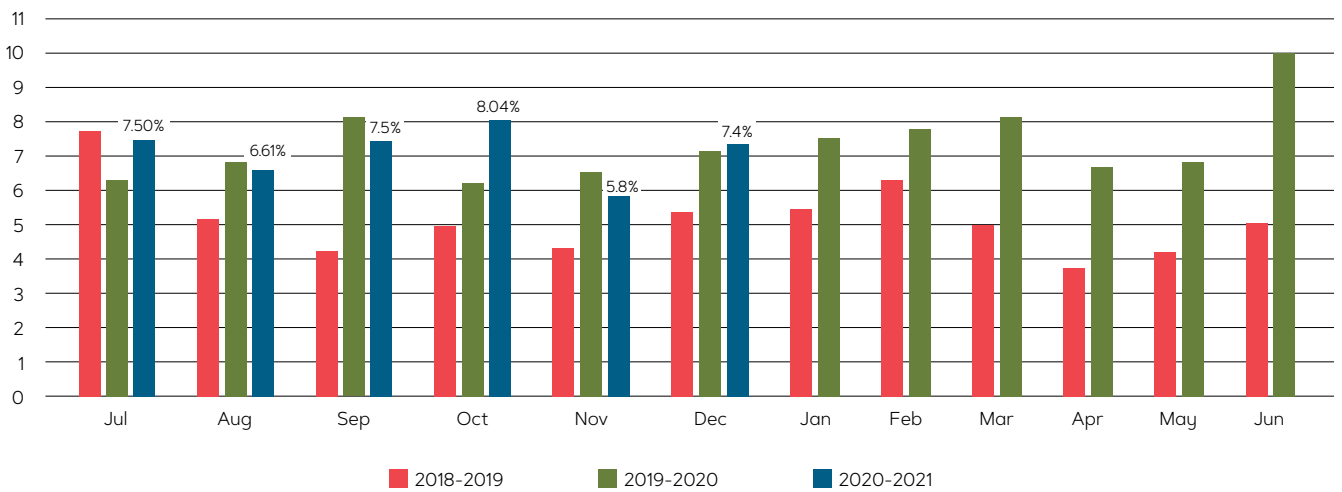
November - 23.20kg

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



Data from previous quarters may change due to adjustments by third parties.

### % WASTE DIVERTED FROM LANDFILL BY IWS COMMERCIAL WASTE SERVICES



Data from previous quarters may change due to adjustments by third parties.

## FINANCIAL ANALYSIS OF QUARTERLY PERFORMANCE AGAINST BUDGET

### OPERATING RESULT AS AT 31 DECEMBER 2020

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

BUDGET V ACTUAL			
SECOND QUARTER	OCTOBER TO DECEMBER 2020		
	ACTUAL (\$000')	BUDGET (\$000')	VARIANCE (\$000')
Operational Revenue	11,128	8,990	2,138
Operational Expenditure	8,448	7,202	-1,246
Surplus/Deficit on Expenditure	2,680	1,787	892

YTD	FY21		
	ACTUAL (\$000')	BUDGET (\$000')	VARIANCE (\$000')
Operational Revenue	22,230	21,073	1,157
Operational Expenditure	16,941	17,266	324
Surplus/Deficit on Expenditure	5,289	3,808	1,481

### Revenue

Revenue is 5.5% over budget estimate.

### Expenses

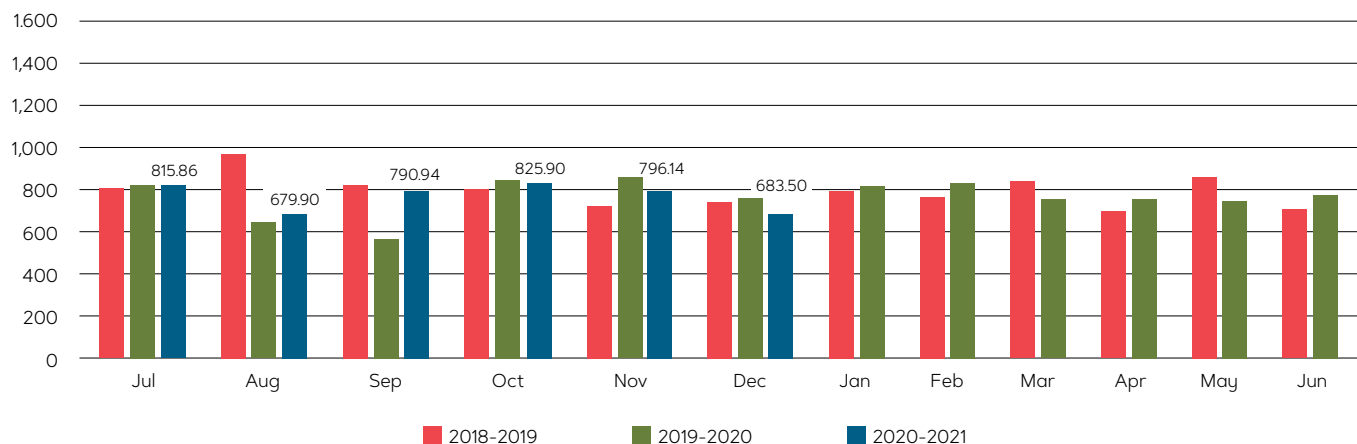
Expenses are 1.9% under budget estimate. Employee Expenses are over budget by \$316k; Materials & Services \$319k under; Other Expenses \$341k under; and Internal Expense \$30k over budget.

### Capex

Budget for the year is \$1.622m with a total spend as at 31 December 2020 of \$398k (24.54%). The majority of budget allocation is for acquisition of bins which are replaced throughout the year as required.

## WASTE & RECYCLING VOLUMES

### KERBSIDE RECYCLING

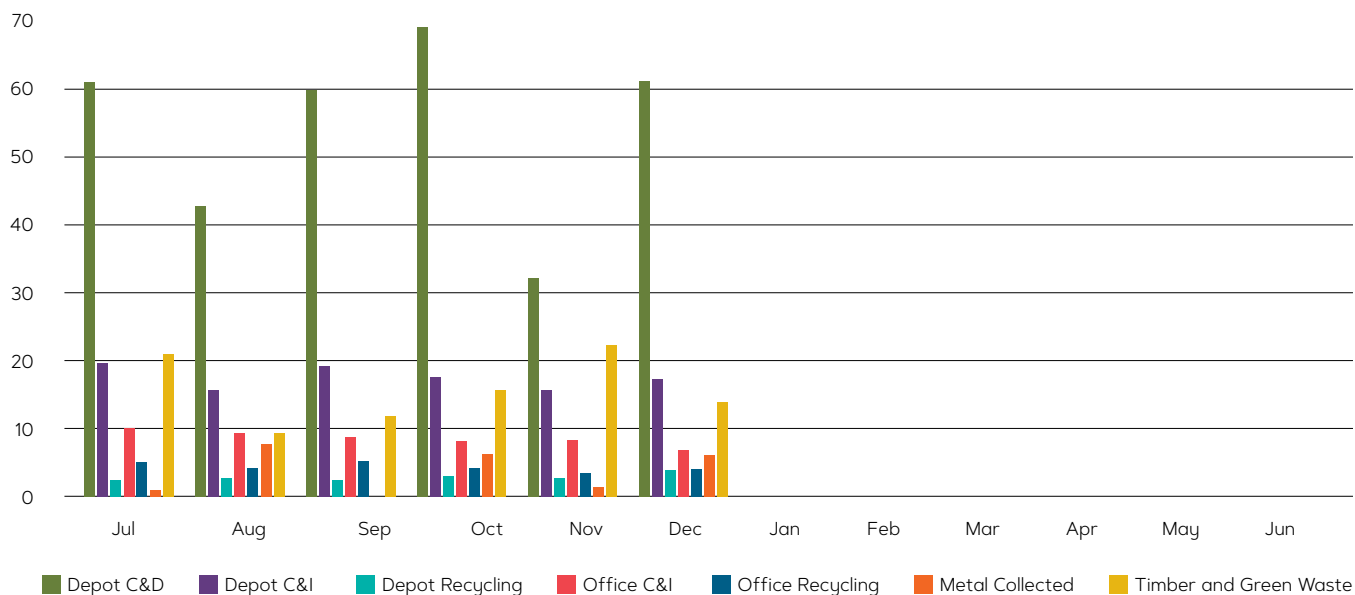


Data from previous quarters may change due to adjustments by third parties.

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

## Council's waste & recycling volumes

### 2020-2021 COUNCILS WASTE AND RECYCLING TOTALS COLLECTED BY IWS



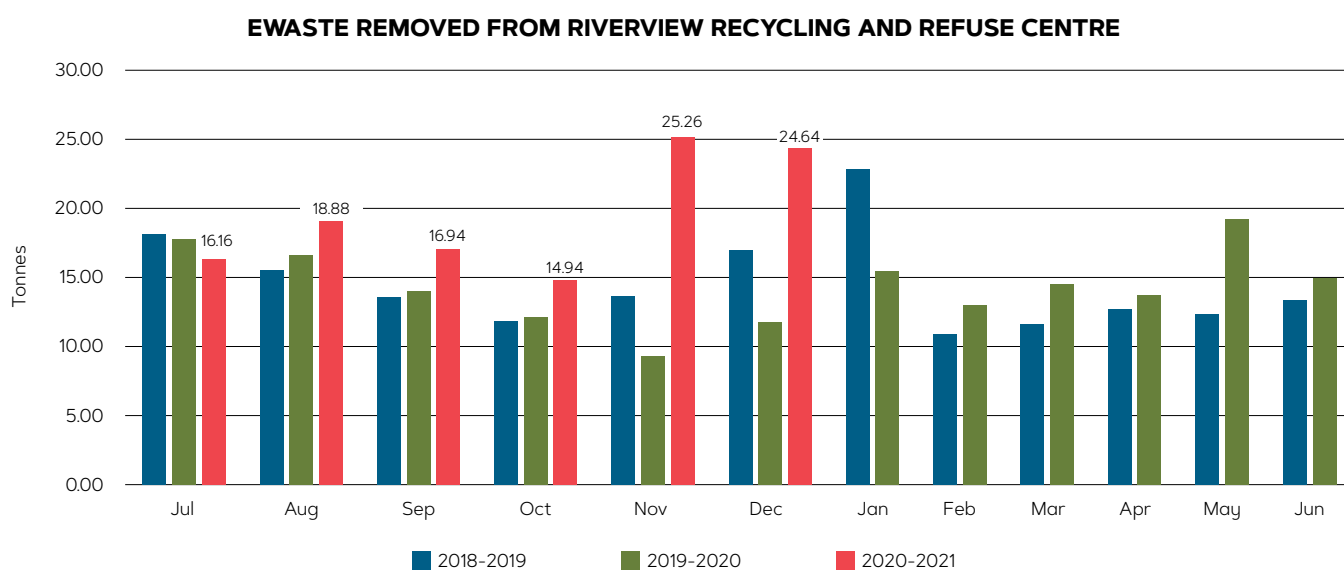
Data from previous quarters may change due to adjustments by third parties.

## RECYCLING AND REFUSE CENTRE DATA

### Customer Numbers

RECYCLING AND REFUSE CENTRES DOMESTIC CUSTOMER DATA						
	Riverview			Rosewood		
Month / Year	2018-2019	2019-2020	2020-2021	2018-2019	2019-2020	2020-2021
Jul	8,313	8,948	10,742	867	739	954
Aug	7,978	9,402	12,493	812	744	1,113
Sep	8,069	9,475	11,650	935	809	1,055
Oct	9,647	8,501	14,510	859	765	1,058
Nov	9,584	7,631	11,493	892	750	1,103
Dec	12,670	10,531	14,556	1,243	924	1,413
Jan	12,564	11,303		1,090	994	
Feb	8,033	10,166		774	865	
Mar	8,413	11,658		750	983	
Apr	10,260	11,880		875	1,153	
May	8,260	13,225		725	1,219	
Jun	8,144	10,347		651	956	
Total Year to Date	111,935	123,067	75,444	10,473	10,901	6,696

### Ewaste volume



Data from previous quarters may change due to adjustments by third parties.








Ipswich City Council  
PO Box 191, Ipswich QLD 4305, Australia  
Phone (07) 3810 6666  
[council@ipswich.qld.gov.au](mailto:council@ipswich.qld.gov.au)  
[ipswich.qld.gov.au](http://ipswich.qld.gov.au)

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