

IPSWICH CITY COUNCIL ■ ANNUAL REPORT



Acknowledgement of Country



Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land and waters we share. We pay our respects to their elders past, present and emerging, as the keepers of the traditions, customs, cultures and stories of proud peoples.

The Ipswich City Council – Indigenous Accord Symbol Story

This symbol represents both Indigenous and Non-Indigenous People coming together, living and working towards a brighter future for the City of Ipswich and the greater Ipswich region.

Starting from the inner circle, these dots represent the Traditional Owners of the Land, the blue circle with fish represents the river and abundance. Moving outwards the landscape is represented including the rolling hills which surround the city. The triangular motifs represent a brighter future for Ipswich. The seated people around the outside represent members of the Ipswich City Council and members representing the Accord working together.
Riki Salam, We are 27 Creative.

Check out the Indigenous Accord at [ipswich.qld.gov.au](https://www.ipswich.qld.gov.au)

The Annual Report 2020–2021 provides an overview of Ipswich City Council's (council) activities during the financial year and progress towards achieving the city's vision through Advance Ipswich and the city's Corporate Plan 2017–2022. It includes the city's financial performance as at 30 June 2021, governance and statutory information. This report also provides the disclosure requirements relating to the *Local Government Act 2009* (the Act), the *Queensland Local Government Regulation 2012* (the Regulation) and the *Public Sector Ethics Act 1994* (PSEA).

As part of our environmental commitment to reducing waste we encourage you to download a copy of this report at [ipswich.qld.gov.au](https://www.ipswich.qld.gov.au). You can request a printed copy or provide feedback by contacting council on (07) 3810 6666 or by email to council@ipswich.qld.gov.au.

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OUR CITY



ABOUT IPSWICH

Ipswich 2020–2021 rarely stood still.

It experienced significant change on a daily basis, welcoming new residents, more building and construction, and life back to the city.

We have been growing constantly and it is not about to stop. Our population hit 235,000 this year and it is set to top 558,000 by 2041. While some local government areas are running out of available land to build new homes, Ipswich is still in an enviable position. We have more than 7.3 years of approved lot supply. Enough to cope with the 400–500 new dwellings built every quarter.

The year has brought another chapter in the exciting new story for the City of Ipswich and its redefined council. This council has dedicated itself to providing the best possible services, infrastructure and facilities to the community, with the city going through a transformation as it grows and evolves to meet the needs of its people.

As the region attracts new families, businesses and investors, council and its partners have been striving to make Ipswich a great place to live, work and play for everyone.

The \$250 million Nicholas Street Precinct redevelopment includes new retail spaces, a dining precinct, water features, two libraries including a children's library, a civic plaza, and likely a new cinema and go karting track. It has been built in phases and one of the first new tenants of the precinct was council itself. The new administration building is in the civic space, the heart of the new mall, Tulumur Place, and 750 staff have moved in. While a long time in the making, it has reinvigorated the city and provided people with a bright and optimistic future.

Ipswich, first declared a municipality in 1860 and officially recognised as a city in 1904, is now the fastest growing in Queensland and one of the top 10 cities nationwide. Growth hotspots include the master-planned communities in Greater Springfield and Ripley; and the suburbs of Redbank Plains, Bellbird Park, Deebling Heights, Collingwood Park and Yamanto.

Mining and industry were the backbone of the economy and provided wealth for workers and business owners during the 1900s. The city was recognised as a major centre with coalmining, manufacturing and the railways providing the impetus for growth across the state.

Today the city's industries have grown and diversified. Defence, manufacturing, transport, logistics, construction, education, health care, tourism, hospitality and the retail sector are where the jobs abound.

In recent decades the city has gained a strong reputation for preserving built and natural heritage and historical spaces, with some 7,500 heritage protected places and

about 600 parks and reserves across the region.

Ipswich has recorded a strong annual growth rate of approximately 4 per cent over five years. Our city's forecast growth rate is 4.5 per cent per annum over the next 15 years, unprecedented and extraordinary when compared to Queensland's expected growth rate of 1.6 per cent and Australia's forecast growth of less than 1 per cent. The rapid growth rate presents council with a range of opportunities and also some challenges.

The median age city-wide is 32, younger than the Queensland median age of 37. Perhaps surprisingly, one quarter of the Ipswich population is aged 15 years or younger.

There are about 87,200 households across Ipswich.

Young families make up nearly 46 per cent of all those households.

There is a 50/50 split of females and males, with about 44 per cent married.

Almost one in two people have a qualification, with about the same proportion having completed Year 12.

Ipswich residents are culturally diverse, originating from 163 countries and speaking a collective 152 languages.

Two out of three people have a religious affiliation.

And, in a sign of the times, almost nine out of every 10 people are connected to the internet.

Occupying an area of 1,090km², with Brisbane 40km to the east and the rural and agricultural areas of the Brisbane, Lockyer and Fassifern valleys to the north, south and west and well connected to six major highways, rail, an intermodal transport hub, three airports and the Port of Brisbane, Ipswich enjoys a prime location in South East Queensland.

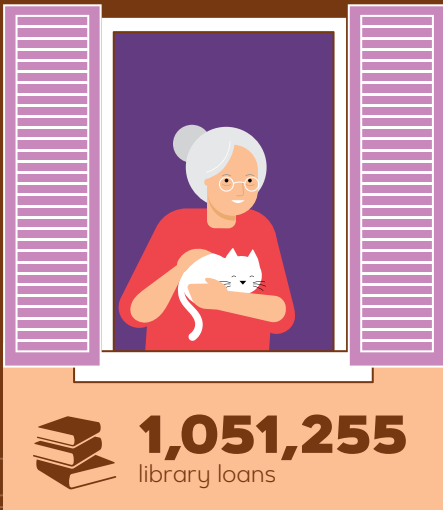
The city is home to Australia's largest military base located at RAAF Base Amberley.

Young families can look forward to a bright future based on education with two university campuses, some of Queensland's oldest and most prestigious secondary schools and a tradition of job-focused vocational education.

The city has set the stage for ongoing success by adopting a strategic approach to building industry capacity and capability to increase economic strengths across the city.

IPSWICH IN NUMBERS

2020–2021



10
bio-retention basins
rehabilitated



8,975
hectares of parks
and reserves



420+
parks and
219
nature reserves
maintained



107,931
plants propagated by
the council nursery



110,220
free plants provided
through the Nursery's
free plant program



15,959
plants sold through
the council nursery



51,732
active annual
library members



3 new libraries



29
performances delivered
at Studio 188



52
productions delivered
at Ipswich Civic Centre
totalling 28,184 tickets



658
physical, recreation and
active travel events



1,578,000
visitors YE March 2021



6,280
visitors to Planes,
Trains and Autos



86,603
total dwellings



2,547
new dwellings



3,637
lots approved



1,508
lots created



11,259
vaccinations delivered
through the school
immunisations program



1,466
vaccinations
delivered through
community clinics



3,114
contributions to
Shape Your Ipswich



132
Ipswich
Tourism Operators
Network members



1,166
total number
of licensed
businesses



13
locations in the Ipswich
Central Art Trail



14,329
average contact centre
calls per month



1,290
council staff



5
Community
Reference Groups



1,289
average customer emails
actioned per month



85,663
waste wheelie bins
collected each week



6,178
average customer
related service requests
raised per month. 13.5%
increase of customer
related service requests
on last year



5,171
penalty infringement
notices issued



234,614
current population



6,070
new residents



32 years
median age



353,939
rates notices issued



3,065
plumbing applications



9,571
plumbing inspections



861 road permits



98 parking permits



36,788
dogs registered



2,692
animals impounded



7,500
heritage
protected places



20
mobile nursery
visits conducted



611,106
attendees at Ipswich
City Aquatic Centres



152
languages spoken
by residents



1,395
engineering, health
and environment
inspections



24,483
users/connections
to the free Wi-Fi
provided by council



507,770km
line marking maintenance



1,182
illegal dumping incidents
reported to council



1,796m³
volume of illegal dumping
waste removed



576
building regulatory
applications



466
building regulatory
inspections



923
animals reunited



Mayor's Message



2020–2021 was a landmark year for Queensland's fastest growing city, as council took further steps along our transparency and integrity journey, supported community organisations and businesses through the impacts of the global pandemic, and moved forward with a reinvigorated capital works program.

We welcomed another 6,070 residents and 2,547 dwellings to Ipswich in the year to June, with many young families continuing to recognise the wonderful job and lifestyle opportunities on offer from Springfield to Grandchester, Pine Mountain to Willowbank. SAAB, Maxitrans, and Centuria were among the national and international companies who joined our thriving advanced manufacturing and logistics hubs, alongside established primes around the Amberley RAAF Base and our Eastern corridor.

The year began with the Transparency and Integrity Hub launch on July 1, an Australian first in local government. Now, across the council website and the Hub, residents and ratepayers have access to financial records for council and its controlled entities, Councillor expenses and procurement data for all contracts over \$10,000, as this council takes further steps to ensure accountable decision-making by your elected representatives. The 2020–2021 Annual Report is an important part of both our legislated reporting requirements and our ongoing commitment to position the city as a leader in transparency and integrity.

Many local community and sporting organisations, creatives and local small to medium businesses did it tough this year after observing COVID-19-safe restrictions working to keep our community safe. Council was focused on guiding the city through the pandemic's worst impacts in 2020–2021 and working with the State and Commonwealth Governments to ensure no one was left behind. We have now provided more than \$2 million in funding relief for local businesses, artists, and organisations since the beginning of the pandemic, including \$270,000 in direct payments to local small businesses.

Australia's first dedicated children's library, Tulumur Place, and 1 Nicholas Street are now open, following a productive year at the \$250 million Nicholas Street Precinct redevelopment. The \$46 million Springfield Parkway and Springfield Greenbank Arterial upgrades are also well underway, representing the largest road upgrade in council's history and complementing our new programs to upgrade kerbs, channels and rural roads across Ipswich. A thriving, growing city needs world-class community and transport infrastructure and council will continue to work with the State and Federal Governments to see our investment matched in the years ahead.

As we prepare for the future, council remains focused on listening to our community and taking a transparent approach to your feedback. iFuture, including the 20-year community vision for Ipswich, now guides our strategic and investment planning, after over 18,000 people had the opportunity to share their views on how they would like Ipswich to look and feel by the year 2041. Now is the time to plan for the road ahead, as we prepare to welcome another 325,000 residents to Ipswich over the next 20 years. The Annual Report is an opportunity to take stock on the last 12 months and build on our successes into 2021–2022.

Mayor Teresa Harding
City of Ipswich

Our elected representatives

Council's strategic leadership is provided by an elected mayor and eight councillors who serve to deliver transparent, accountable and effective local governance to the city. For further information on the city's Mayor and Councillors go to ipswich.qld.gov.au.

MAYOR

Mayor Teresa Harding

Mayor Harding was officially sworn in as Ipswich's 51st Mayor, at a special declaration of office ceremony at her Raceview home in April 2020. Mayor Harding has professional experience as a former executive in the Department of Defence (leading the maintenance of the RAAF F111 jets), a senior officer in the Queensland Government and a small business owner. Mayor Harding is a lifelong volunteer. She is an active Rotarian with the Ipswich City Club and was the President of the Coordinating Organisation for the Disabled in Ipswich, a former board member of the Ipswich Chamber of Commerce and Industry, former board member of Focal Community Services and has been on the Parents and Citizens Association Committee of her children's schools. She is a former member of the Army, a graduate of the Australian Command and Staff College and holds a Master of Management. In her most recent role Mayor Harding led the Queensland Government's open data approach making previously unpublished data and information publicly available.



COUNCILLORS

DIVISION 1

Cr Sheila Ireland

Councillor Ireland is a proud fifth generation Ipswichian and part of the local Walker family who opened a coal mine in Ipswich in 1874. Educated at St Mary's College; before coming to council she owned retail businesses in Ipswich City Square for 16 years. Cr Ireland has been on the boards of Apprenticeship Queensland and St Andrew's Hospital, and chaired several committees during four previous terms on council between 2004–2018, most notably Health, Security and Regulatory Services.



Cr Jacob Madsen

Councillor Madsen has lived his entire life in Ipswich, moving between the suburbs of North Ipswich, Wulkuraka, Walloon, Silkstone and now Ripley. One of the younger councillors, Cr Madsen's path to political life has been somewhat different, more recently being a stay-at-home dad with his five-year-old son while finishing his degree. Cr Madsen graduated from university with a Bachelor of Commerce and Arts, having majored in political science and accounting. Cr Madsen is Chair, Governance and Transparency Committee; and Deputy Chair, Economic and Industry Development Committee.



DIVISION 2

Cr Nicole Jonic, Deputy Mayor

Councillor Jonic has lived in Goodna since 2011 and together with her husband is raising their two children. Cr Jonic is an accountant, tax agent and partner at a local firm. She is a member of the Institute of Public Accountants, a fellow of the Tax Institute of Australia, former Queensland operations manager of a Queensland wide accounting firm and is undertaking her MBA at the Deakin Business School.

Cr Jonic is Chair, Economic and Industry Development Committee; and Deputy Chair, Ipswich Central Redevelopment Committee.



Cr Paul Tully

Councillor Tully is Queensland's longest-serving councillor with 40 years' experience, representing Ipswich's eastern suburbs. Cr Tully has a Law degree from the University of Queensland and is a JP (Qualified) and his main hobbies are amateur radio and beekeeping.

He is currently the Local Government Association of Queensland Policy Executive representative for South East District No. 2 (Western Region). Cr Tully is Deputy Chair of the Growth, Infrastructure and Waste Committee.



DIVISION 3

Cr Marnie Doyle

Councillor Doyle was born and raised in Ipswich and now resides in Sadliers Crossing. She is a St Mary's old girl and holds a Bachelor of Laws and Master of Laws. Cr Doyle brings a wealth of corporate experience to council having worked for almost 25 years as a banking and finance lawyer. Cr Doyle has undertaken extensive work on projects including open data, privacy and digital transformation – important issues in Australia with a direct impact on local government.

Cr Doyle is Chair, Ipswich Central Redevelopment Committee.



Cr Andrew Fechner

Councillor Fechner is an Ipswich local with a long history with council. While a student at St Edmund's College he was also a member of the Ipswich Youth Advisory Council.

Prior to his election, Cr Fechner spent five years building two successful hospitality businesses in Ipswich Central, providing jobs and supporting the local community.

Cr Fechner aims to be a strong voice for young people in the city.

Cr Fechner is Chair, Community, Culture, Arts and Sport Committee; and Deputy Chair, Environment and Sustainability Committee.



DIVISION 4

Cr Kate Kunzelmann

Councillor Kunzelmann is a former nurse, nurse manager and education manager and has lived in Ipswich since 1981, currently residing in Wulkuraka. She is a graduate of the Australian Institute of Company Directors and holds board experience. Cr Kunzelmann is a Justice of the Peace (Qualified) and has been a member of Zonta and other community groups over an extended period. Cr Kunzelmann is Deputy Chair of the Community, Culture, Arts and Sport Committee, Deputy Chair Local Disaster Management Group and Chair of the Local Recovery and Resilience Group.



Cr Russell Milligan

Councillor Milligan comes from an extended family of local government elected representatives. Raised on his multi-generational family grazing property, he understands matters affecting rural residents.

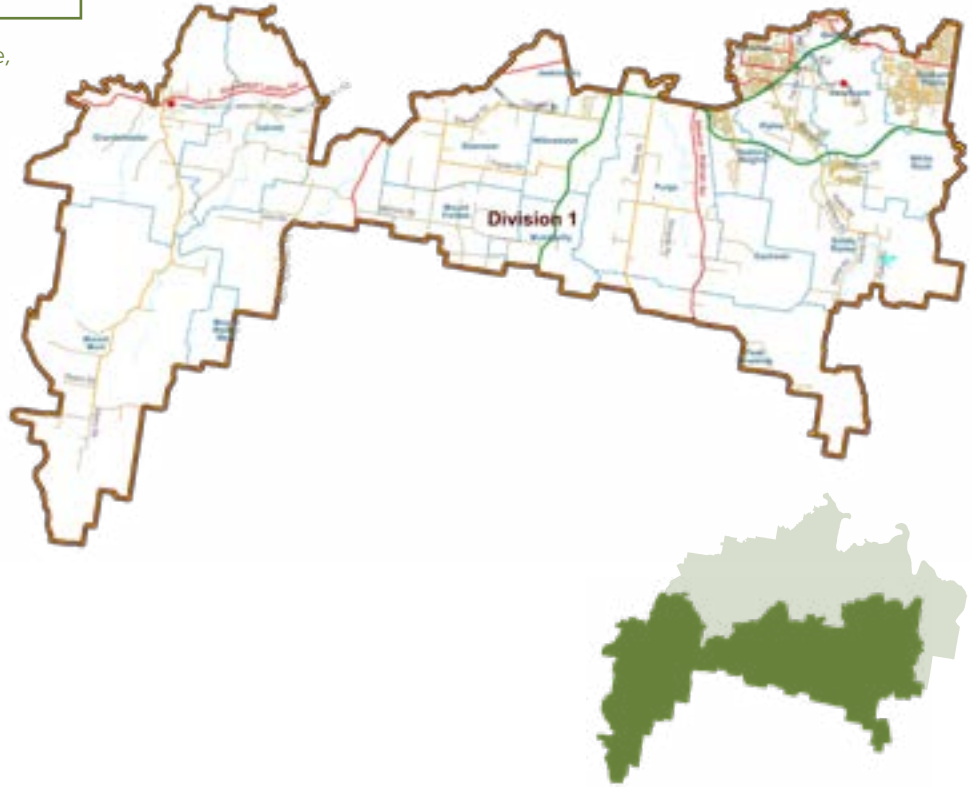
Cr Milligan was a Military Police Platoon Commander and immediately prior to being elected was a technician performing the NBN rollout.

His personal volunteering in various community groups has included SES and Rural Fire Brigade. Cr Milligan is Chair of the Environment and Sustainability Committee, Deputy Chair of the Governance and Transparency Committee and also Deputy Chair of both the Local Disaster Management Group and the Local Recovery and Resilience Group.



MAP OF DIVISION 1 AREA

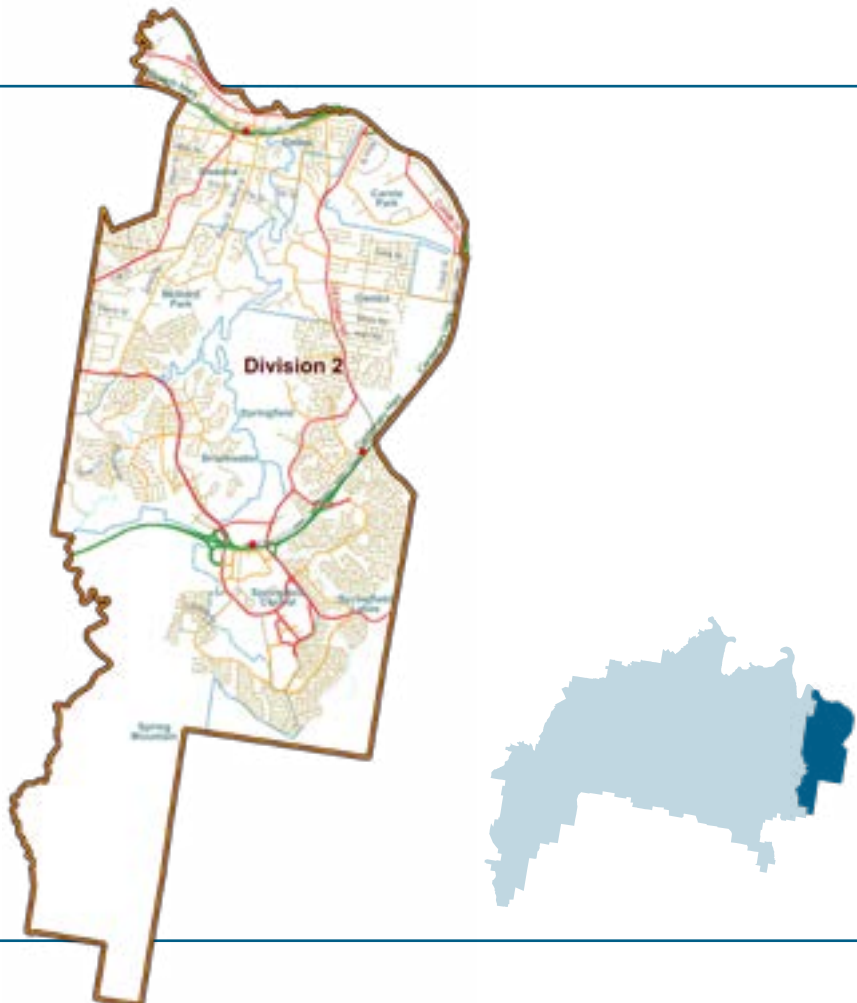
Division 1 includes Blackstone, Calvert, Deebing Heights, Ebenezer, Flinders View, Goolman, Grandchester, Jeebropilly, Lower Mount Walker, Mount Forbes, Mount Mort, Mount Walker West, Mutdapilly, Peak Crossing, Purga, Raceview, Redbank Plains, Ripley, South Ripley, Swanbank, White Rock and Willowbank.



611km²
Population: 58,422

MAP OF DIVISION 2 AREA

Division 2 includes Augustine Heights, Bellbird Park, Brookwater, Camira, Carole Park, Gailes, Goodna (part), Redbank (part), Springfield, Springfield Central, Springfield Lakes and Spring Mountain.



74km²
Population: 65,503

MAP OF DIVISION 3 AREA

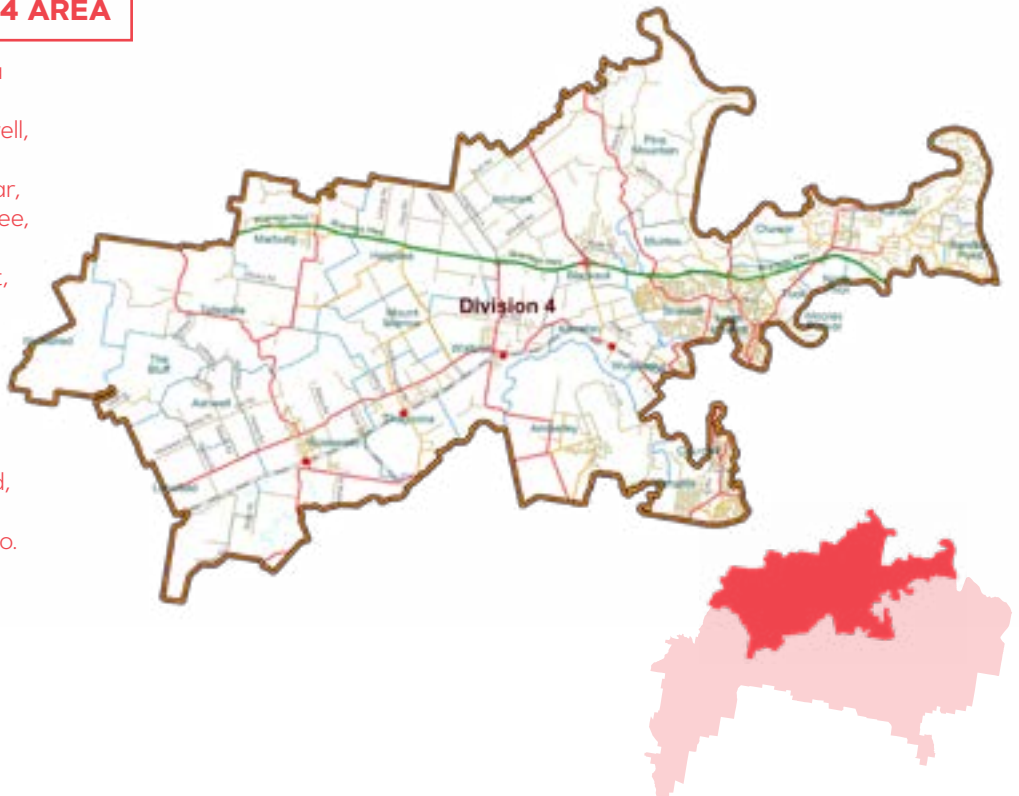
Division 3 includes Basin Pocket, Booval, Bundamba, Coalfalls, Collingwood Park, Dinmore, East Ipswich, Eastern Heights, Ebbw Vale, Goodna (west of Stuart Street), Ipswich, Leichhardt, New Chum, Newtown, North Booval, One Mile, Redbank (excluding houses situated east of Kruger Parade), Riverview, Sadliers Crossing, Silkstone, West Ipswich, Woodend and Wulkuraka (south of the railway line).



68km²
Population: 59,590

MAP OF DIVISION 4 AREA

Division 4 is oriented in a west-east direction and includes Amberley, Ashwell, Barellan Point, Blacksoil, Brassall, Churchill, Chuwar, Haigslea, Ironbark, Karalee, Karrabin, Lanefield, Marburg, Moores Pocket, Mount Marrow, Muirlea, North Ipswich, North Tivoli, Pine Mountain, Rosewood, Tallegalla, Thagoona, The Bluff, Tivoli, Walloon, Woolshed, Wulkuraka (north of the railway line) and Yamanto.



342km²
Population: 49,415



Acting CEO's Message



It is with great pride that we bring forward this annual report for the 2020–2021 financial year on behalf of the organisation serving the community of Ipswich.

This has been a pivotal year in which we have navigated beyond a difficult period in the organisation's history, responded to the challenges of the COVID-19 Pandemic and continued to deliver a diverse array of core services together with new programs, projects and initiatives to the community.

Our goal always is to bring the absolute best of service to the city through quality planning, well-built roads, maintained city assets, sustainable environmental practices, an innovative waste management and resource and recovery strategy, community health and safety, economic development and support for local businesses.

In 2021, council delivered the new civic space, Tulumur Place, and a new council administration building – 1 Nicholas Street. These are new assets the entire city can be proud of, especially with the new Children's Library, community meeting spaces and self-serve areas. They provide opportunity for excellent customer service and return on investment for our ratepayers.

We look forward to Tulumur Place welcoming more and more residents and visitors in the years to come, with the big screen providing opportunity for community celebration, with families enjoying markets, food trucks and all the fun of water and grass play areas.

There is more work to be done: with the re-build of the century-old Commonwealth Hotel almost complete, retail and restaurant venues to be delivered, and a new cinema complex, all part of council's mammoth effort to reshape and redefine the heart of our historic city.

This year saw us introduce our first Annual Plan, the first of our new five-year Corporate Plan, which began on 1 July, as part of our visionary iFuture document.

The Annual Plan sets out how council's strategic activities and core services for the 2021–2022 financial year will be delivered in line with our legislative obligations.

Ipswich has such a bright future and council is working hard for its residents to ensure we can seize the opportunities and navigate the challenges ahead: significant population growth, support for our diverse community, addressing adverse impacts of the management of waste, new jobs, new construction and investment across the region.

After significant community and stakeholder engagement, iFuture is our blueprint, incorporating a 20-year community vision and council corporate plan, both of which are more important now than ever.

The corporate plan provides clear guidance on where we are now, where we want to be in five years, how we are going to get there and how we will measure our progress. It will allow us to design our operations annually while we continue our journey to be leading practice in local government.

The team at council has strived to progress the re-building of your trust and confidence as a community during 2020–2021 and is absolutely committed to continuing this in earnest in the years ahead.

We are committed to the achievement of the vision for the community: Ipswich, a city of opportunity for all. Join us.

Sonia Cooper

LOOKING AHEAD: IFUTURE CORPORATE PLAN 2021-2026

Your vision, Our journey, Council's plan

In 2020-2021, council in partnership with the community, developed a new strategic Corporate Plan for Ipswich.

iFuture is Ipswich City Council's 2021-2026 Corporate Plan, which builds on previous plans, including Advance Ipswich 2015, to provide a renewed and contemporary focus for the future of the city. iFuture represents your vision, our journey and council's plan. iFuture presents the community's vision for 2041, shows how everyone has a role in getting there, and details council's plans and deliverables for the next 5 years.

IPSWICH

*a city of
opportunity
for all*

JOIN US

iFuture, which includes the full 2041 community vision, has been divided into four themes:



Vibrant and Growing



Safe, Inclusive and Creative



Natural and Sustainable



A Trusted and Leading Organisation

Each theme includes a 2041 vision statement and the outcomes council will achieve over the next five years. Catalyst projects and key service areas that contribute to the achievement of the outcomes are also included, as well as a section for how the community can contribute toward our journey.





COMMITMENT TO HUMAN RIGHTS

Council is committed to protecting and promoting human rights in all the work we do – from the decisions we make to the services we provide. This commitment is stated in council's Human Rights Policy and reflects council's obligations under the *Human Rights Act 2019* (Qld) (the HRA).

The HRA protects human rights, including property rights, cultural rights and freedom of expression. All people are afforded the same human rights regardless of background, where we live, what we look like, what we think, or what we believe.

By delivering on the Annual Plan, a positive contribution is made toward the protection and promotion of a number of these rights including:

- privacy and reputational rights
- cultural rights
- peaceful assembly and freedom of association
- freedom of thought, conscience, religion and belief
- taking part in public life
- the right to freedom of expression
- the right to freedom of movement
- right to education
- right to health services.

For more information on human rights go to lpswich.qld.gov.au and the [Queensland Human Rights Commission website](#).

THE ROLE AND FUNCTIONS OF COUNCILS

What is local government?

A local government (or local council) provides a wide range of services and activities. Seventy-seven councils across Queensland contribute around \$7.4 billion to the state economy every year.

Councils have a much wider and more important role than many people realise. A council enables the economic, social and cultural development of the local government area it represents, supports individuals and groups, and provides a wide range of services for the wellbeing of the community. It also plays an important role in community governance and enforces various federal, state and local laws for its communities.

State Government Acts of Parliament define the powers of local councils. In Queensland that's the *Local Government Act 2009* (the Act). A number of factors, including the availability of funds, the size, location and demographics of the area, the commitment to maintain existing services, and the views, wishes and needs of the community, shapes the range and quality of services provided by a council.

The services provided by council fall under five broad categories:

- 1. Planning for sustainable development:** councils play a role in providing long-term strategic planning for local government areas, as well as in town planning, zoning and subdivisions. In addition, councils are responsible for processing most development applications, building site and compliance inspections and building regulations.
- 2. Providing and maintaining infrastructure:** providing local infrastructure is an important contribution councils make to their communities. For example, councils provide and maintain local roads and bridges, public car parks, footpaths, sporting fields, parks, libraries and art galleries. Councils must consult with their communities about providing and maintaining these assets.
- 3. Protecting the environment:** councils regularly assess the state of their local environments, provide environmental programs and use their regulatory powers to prevent pollution or restore degraded environments. They carry out activities such as garbage collection and recycling, street cleaning, regulating parking, controlling dogs and cats, and eradicating noxious weeds.
- 4. Providing community services and development:** councils consult with and assess the needs of their communities and use the information to target community development activities. They provide a range of services, including some aimed at groups in the community with special needs. Community services include libraries, home care services, swimming pools, playground facilities and sporting grounds and facilities.
- 5. Safeguarding public health:** councils help maintain high standards of public health and reduce the risk of exposure to a wide range of diseases through activities such as inspections of cafes and restaurants, waste management, pest and vermin control and hazardous material containment.

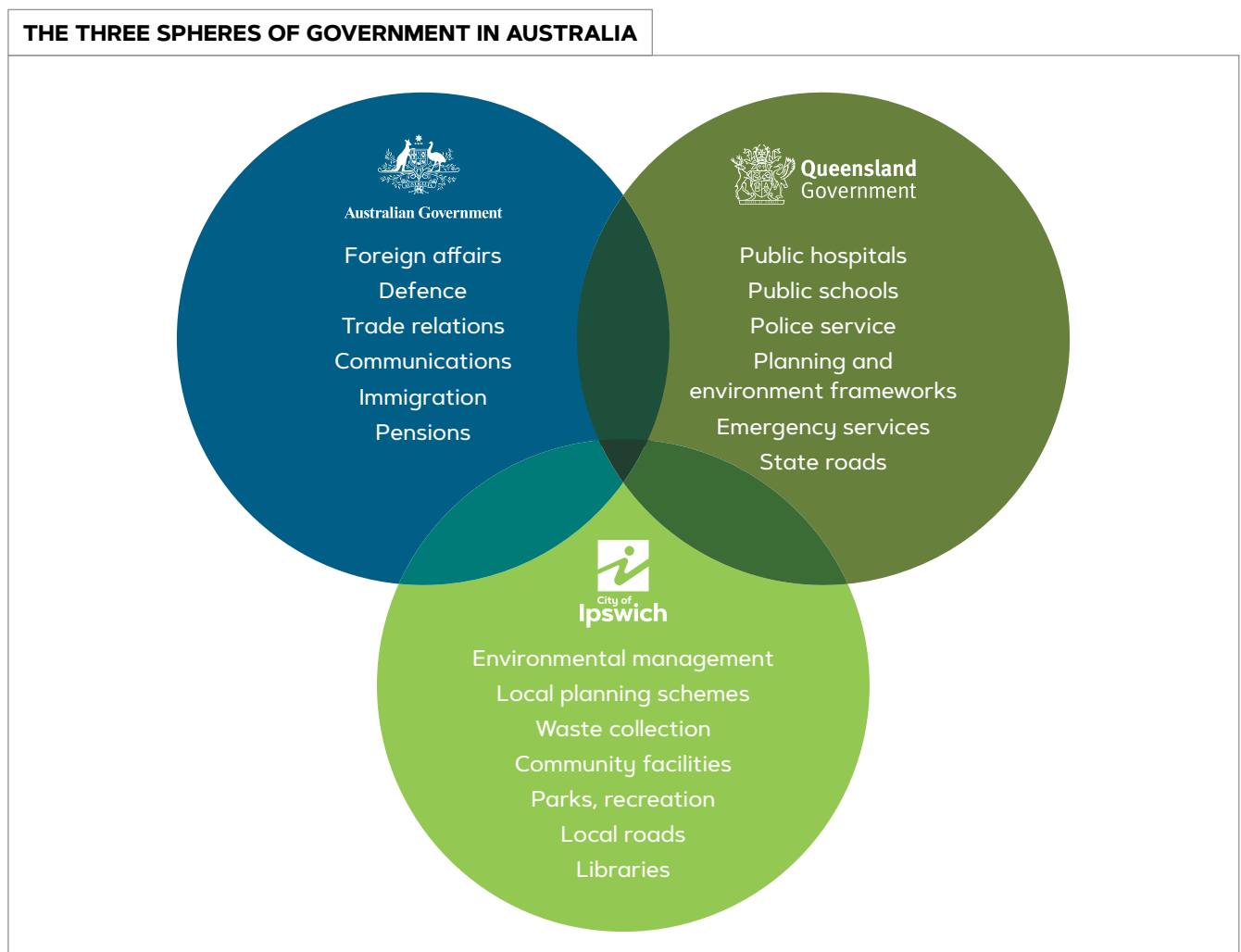
The three spheres of government

Local government does not exist in isolation – it's one of three levels of government in Australia. It is important for councils to maintain strong relationships across these different levels of government, as each play distinct and important roles.

Please note: while many councils deliver their own water and sewerage services, in Ipswich this is managed by Urban Utilities (UU). UU is one of the largest water distributor-retailers in Australia, supplying drinking water, recycled water and sewerage services to a population of more than 1.4 million throughout South East Queensland. To learn more about UU, visit Urbanutilities.com.au.

The Federal Government:	State Governments:	Local Governments (councils):
<ul style="list-style-type: none"> raises money to run the country by collecting taxes on incomes, goods and services and company profits and spends it on national matters. For example; trade, defence, immigration and the environment has broad national powers, among other things, it administers laws in relation to defence, immigration, foreign affairs, trade, postal services and taxation. 	<ul style="list-style-type: none"> raise money from taxes but receive more than half their money from the Federal Government to spend on state/territory matters. For example; schools, housing and hospitals, roads and railways, police and ambulance services have the power to look after laws not covered by the Federal Government for instance, land use planning, hospitals, schools, police and housing services. 	<ul style="list-style-type: none"> collect taxes (rates) from local property owners and receive grants from federal and state/territory governments and spend this on local matters for example; town planning, rubbish collection, local roads and pest control.

The diagram below gives examples of the broader responsibilities of the three spheres of government in Australia.



OUR PERFORMANCE



CELEBRATING OUR PERFORMANCE

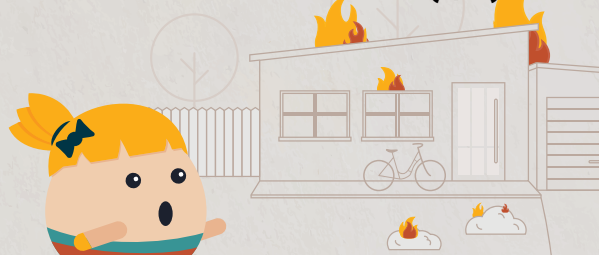
AWARD TITLE	AWARDED BY	AWARDED FOR	PLACE
2020 AILA National Award of Excellence for Land Management	Australian Institute of Landscape Architects	Small Creek Naturalisation Stages 1 and 2	Winner
Best of Queensland Experiences	Tourism and Events Queensland	Local Experiences	Winner
Excellence in Integrated Stormwater Design	Stormwater Australia	Small Creek Naturalisation Project	Winner
LGMA Queensland Awards for Excellence - Innovation	Local Government Management Association	Karalee Library Pod	Winner
LGMA Queensland Awards for Excellence - Teamwork	Local Government Management Association	Food Truck Friendly Council	Winner
Smart Cities Leaders	Smart Cities Council Australia-New Zealand	Leadership in delivery of Australia's first smart transparency and integrity hub	Winner
South East Queensland Local Government Mutual Service (LGMS) Risk Excellence Awards for 2020-2021	Local Government Mutual Service (LGMS)	Road to Risk Management Maturity	Winner
LGMA Queensland Awards for Excellence - Community Shaping	Local Government Management Association	Open Ipswich - Transparency and Integrity Hub	Finalist
LGMA Queensland Awards for Excellence - Innovation	Local Government Management Association	Ipswich Trekker 2.0	Finalist
Resilient Australia National Local Government Award	Australian Institute for Disaster Resilience	Emergency Management Animation Series	Finalist
ALIA Australian Library Design Awards 2021	Australian Library and Information Association	Karalee Library Pod	Highly commended

Highly commended library design award for Karalee library pod

Council's Karalee library pod has received a Highly Commended following nomination for the 2021 Australian Library Design Award. The awards celebrate design excellence in new and refurbished libraries across Australia. The innovative self-service library pod which allows Ipswich Libraries members to use a mobile phone or library card to browse, borrow and return books was nominated in the Public Library category. The Pod was in contention for the award with a collection of extremely high-value library builds from across Australia and the commendation shows what great and innovative work the Ipswich Libraries team are continuing to do for the Ipswich community.



Resilient Australia awards winner (QLD)



In 2020 the [Emergency Management Unit](#) and Marketing Services Branch were announced as finalists 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, such as 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 programs.

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

The Small Creek naturalisation 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 recreated 1,180 metres 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 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 among 10 other regional and national awards.



Ipswich Best of Queensland Experiences for 2021

Floating Images Hot Air Balloon Flights, Spicers Hidden Vale, Incinerator Theatre, Ipswich Massage and Herbal Spa, Ipswich Art Gallery, Ivory's Rock, Ipswich Nature Centre, The Workshops Rail Museum, Willowbank MX, Ipswich Civic Centre, Homage, Dovetails Restaurant, Pumpyard Bar and Brewery, Club Services Ipswich, Chai House Café, Limelight Cinemas Ipswich, Springfield Lakes Hotel, Raceview Hotel, The Racehorse Hotel, Brothers Leagues Club Ipswich, Prince Alfred Hotel, Ipswich Antique Centre, Woodlands of Marburg, Best Western Ipswich, Seraphim Escape Rooms, Queensland Pioneer Steam Railway, Quest Ipswich, Bakehouse Steakhouse, Ungermann Brothers, Fourthchild Cafe Restaurant and Lounge Bar, Indian Tadka, Oaks Ipswich Aspire Suites, and Ruby Chews Burgers and Shakes.

LGMA Queensland Awards for Excellence

2021 saw council win multiple awards at the LGMA Queensland Awards for Excellence; an event held to recognise the outstanding achievements within local governments. After submitting four nominations over three categories: Community Shaping; Teamwork; and Innovation, council came away with two awards and two finalist spots.

In the Teamwork category, council submitted 'Food Truck Friendly Council', taking first-place with streamlined policies and processes for mobile food vendors.

Winning the Innovation category, council submitted the Karalee library pod, a project launched in 2019 creating an entirely new service delivery option for Ipswich Libraries. In the same category, council had Trekker 2.0 as a finalist, mapping more than 50 of the city's best locations.

Also a finalist, but in the Community Shaping category, the Transparency and Integrity Hub provides direct access to past and present financial data and relevant material from council and its former and controlled entities.

Demonstrating what council can achieve when our teams work together these awards showcase what has been achieved during a challenging period.

Best of Queensland right here in Ipswich

The rest of the country is catching on to what Ipswich locals already know: there's heaps of things to do, and many hidden gems, right here in our region.

The city's tourism and experience expertise has been recognised by a record number of listings in the 2021 Best of Queensland Experiences list. The coveted list highlights both the growth in the industry, as well as greater recognition through visitation that Ipswich is a region with many great experiences to explore.

When launched in 2018, the Best of Queensland Experiences list saw only seven Ipswich businesses made the cut – this year 33 made the list, representing a 371 per cent jump over the past three years. Each business is independently scored and assessed on criteria that includes consumer sentiment and expectations to drive business performance and reflects industry best practice. Council will continue to work with businesses operators to ensure we grow our list of Best of Queensland Experiences next year.

The Best of Queensland Experiences program has been developed between Tourism and Events Queensland, Queensland Tourism Industry Council and the Department of Tourism, Innovation and Sport.

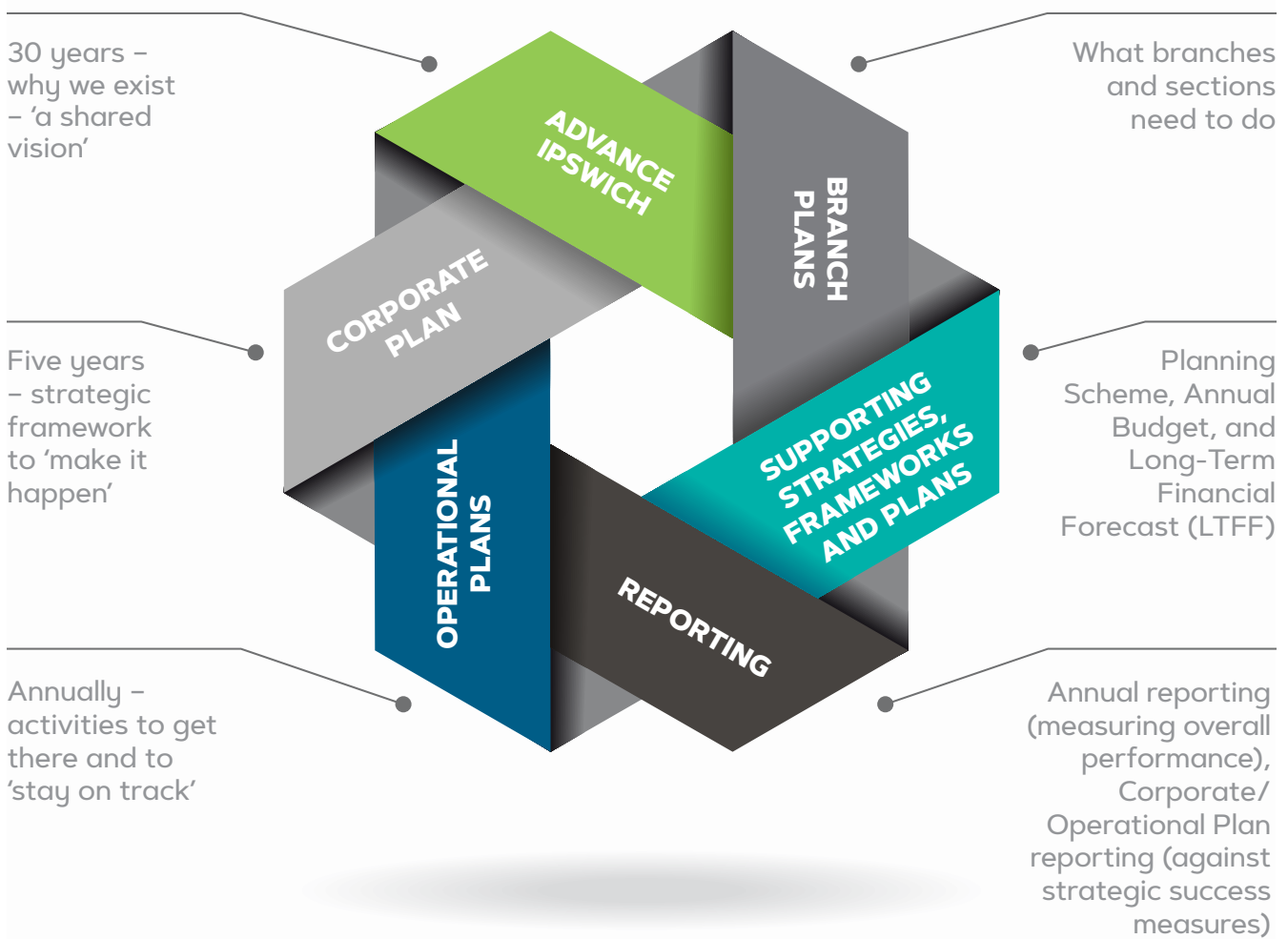
DELIVERING THE VISION: THE CORPORATE PLANNING FRAMEWORK

Section 190 of the *Local Government Regulation 2012* (LGR) requires that a local government's annual report include an assessment of progress with the implementation of a local government's five year corporate plan and its annual operational plan.

Advance Ipswich is council's long-term plan for the city, built on community desires for the city's future and reflecting the actions that council and the community need to progress to realise this vision. Quite simply, Advance Ipswich identifies where the

city is going and how it will get there. Advance Ipswich builds on the vision and strategies of the previous i2031 Community Plan and provides a renewed and contemporary focus for the future of the city while recognising opportunities and challenges including the unprecedented pace of growth being experienced.

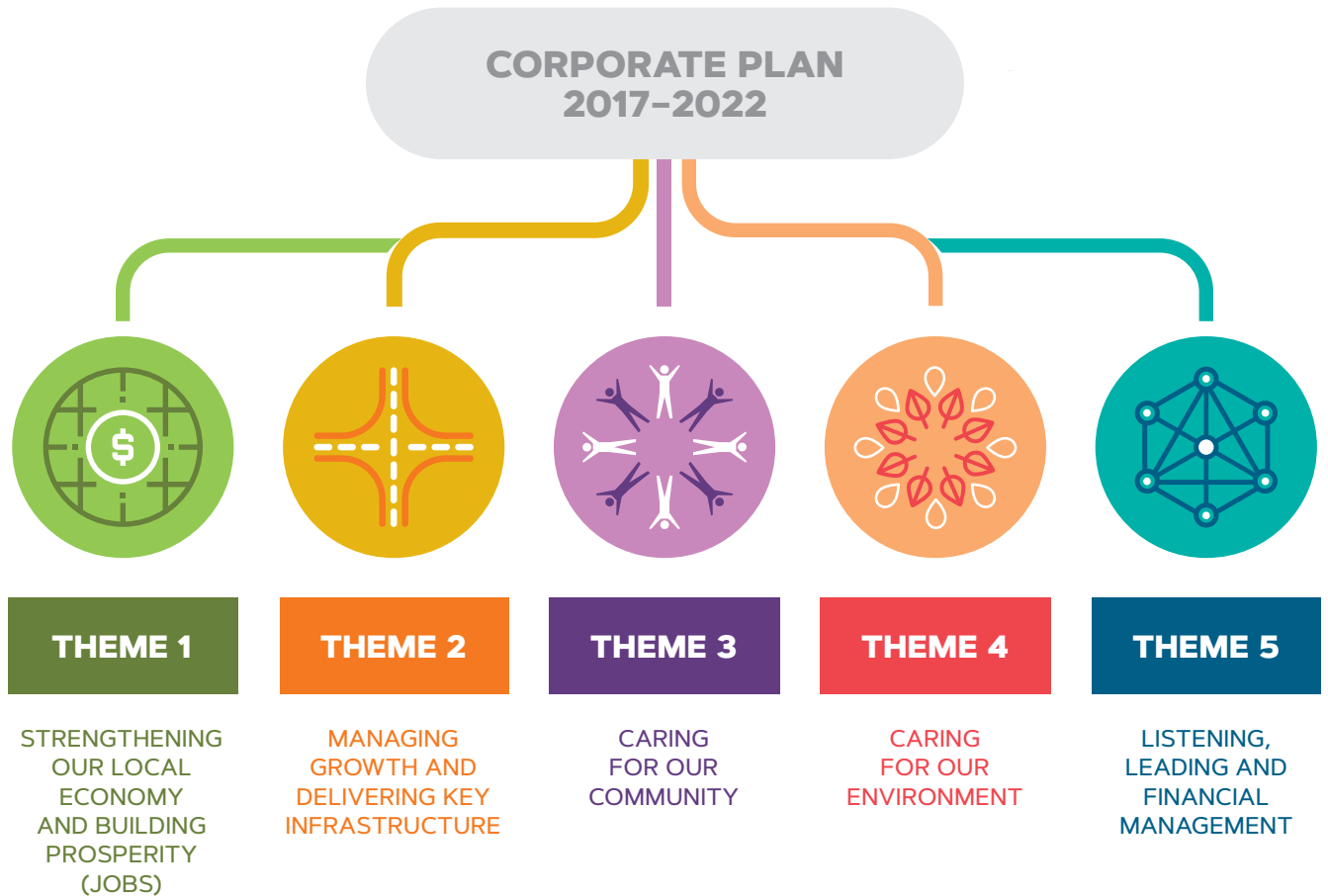
Council's Corporate Planning Framework below details the relationship between council's planning documents and the cascade from the overarching vision to work plans.



ADVANCE IPSWICH AND OUR CORPORATE PLAN

Advance Ipswich is about communicating the ‘shared vision’ with the community, while the Corporate Plan is about ‘making it happen’. Council’s Corporate Plan 2017–2022 identifies the five year priorities established by the community as adopted by council and is the guiding document for all council outcomes in that period.

The Corporate Plan 2017–2022 contains five themes for focus over the plan’s life with each department responsible for delivering specific projects that link directly to each of the themes:



Under Section 174 of the *Local Government Regulation 2012*, a local government is required to adopt an annual Operational Plan. Council’s adopted Operational Plan 2020–2021 was developed to identify the activities that council needed to undertake during the financial year to achieve the longer-term outcomes of the Corporate Plan 2017–2022.

The relationship between Advance Ipswich’s five themes and the deliverables of the annual operational plan is shown below.



CORPORATE PLAN: OUR PERFORMANCE 2017–2021

The 2020–2021 year represented the final year of council's Advance Ipswich and the 2017–2021 Corporate Plan, both finishing on 30 June 2021.

Some of the highlights delivered under the direction of the 2017–2021 Corporate Plan are:

iFuture development
City of Ipswich Defence Industry Strategy
Food Truck Friendly initiative
Local Government Building Certifiers Forum
Redbank Plains Community Centre delivered
Ipswich Arts and Cultural Strategy 2018–2023
Springfield Central Library opened
Inaugural Christmas Wonderland event
Ipswich Rivers Flood Study concluded
Eat Safe Program
COVID-19 support
Opening of Springfield Central Sports Complex
Indigenous Accord 2020–2025 endorsed
Koala Conservation and Habitat Management Plan
Transparency and Integrity Hub
Ipswich Central redevelopment – 1 Nicholas Street and Tulumur Place
Rosewood, Ipswich Central and Ipswich Children's Libraries
Community Development Strategy
Small Business Friendly Council partnership
White Rock Spring Mountain Masterplan

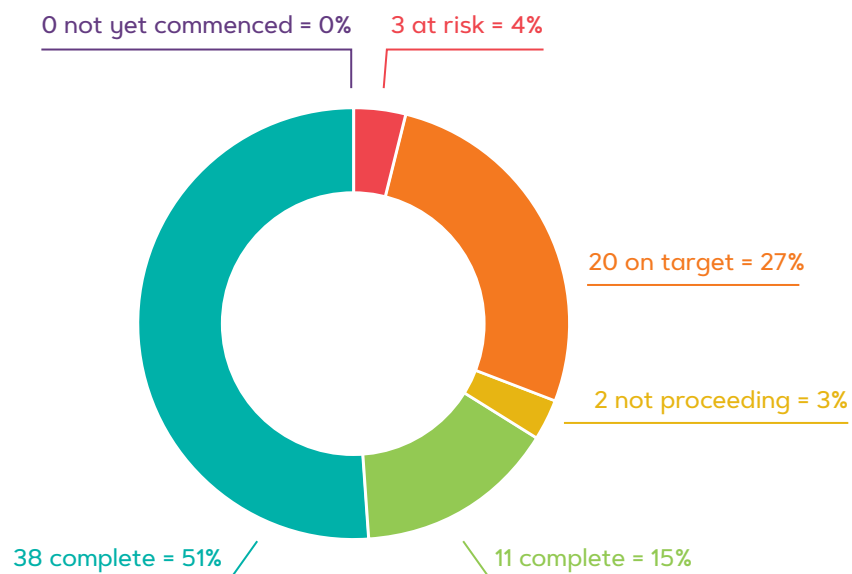
OPERATIONAL PLAN: ACHIEVEMENTS AND KEY ACTIONS 2020-2021

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.	3	4%
ON TARGET	🎯	This deliverable is progressing as scheduled.	20	27%
NOT PROCEEDING	🚫	This deliverable is not progressing as scheduled and funding has been reallocated.	2	3%
CONTINUING IN 2021-2022	🕒	This deliverable is continuing in the 2021-2022 financial year.	11	15%
COMPLETE	✅	This deliverable has been completed and has achieved the targeted outcome.	38	51%
TOTAL			74	100%

OPERATIONAL PLAN PROGRESS



THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)



1 NICHOLAS STREET

Monday 28 June 2021 will go down as a momentous day in the history of Ipswich City Council.

The official opening of the new administration building and customer service centre, 1 Nicholas Street took place on this day as council moved from its previous headquarters in South Street – it's home for nearly four decades – and welcomed residents and ratepayers back to the city centre.

More than 750 staff gradually moved into the new nine-level building in Tulum Place. They had worked in at least four different locations across the city and for the first time were brought together under the same roof.

More than 200 jobs were created during construction, and 1 Nicholas Street was delivered three months ahead of schedule and under budget. Council negotiated a sale deal for its former premises with West Moreton

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.

Health in 2020, paving the way for a dedicated health services precinct around Roderick and South streets.

The new building is part of council's push for integrated services, with self-service kiosk technology, and meeting, event and conference spaces available to the public.

Level 1 of the new administration building has three meeting rooms that can be booked and used by the community. There are also two large event/conference spaces for use by community groups and members of the public, plus a formal event space which will be bookable.

The new council chambers, on Level 8, have a higher capacity than the previous venue, with space for 70 viewers.

The building has a 5-star Green Star rating which means it incorporates sustainable design, materials and management. This includes smart glass, a reflective colour scheme, solar panels, environmentally friendly glue and modern construction techniques.

Design aspects at 1 Nicholas Street focus on the city's rich heritage, with the use of tone, colour and limestone recognising the importance of Ipswich mining to Queensland's industrial development. Natural timbers have been used throughout the building.

To date, council has spent about \$185m on the civic components of the Nicholas Street redevelopment, with 1 Nicholas Street costing about \$120m.

Council's focus at the Nicholas Street Precinct has now turned to the retail dining and entertainment areas, set for delivery in 2022. Once complete, the total cost of the once-in-a-generation Nicholas Street redevelopment is anticipated to be \$250 million.

Council held its last formal meeting at the old administration building on 24 June, with delivery of the 2021-22 annual budget.

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 2020 and closed on 19 October 2020. The program allowed applicants three months to source quotes and submit applications through Smarty Grants with 12 applications 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.

A Small Business Friendly Council

Ipswich City Council was the first council to achieve the Queensland Government Small Business Friendly Council status which was formalised by the signing of a Charter with the Queensland Small Business Commissioner in the first quarter of 2020–2021.

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

A significant achievement under this program of work was to become 'Food Truck Friendly', cutting the location approval process for food trucks from up to six weeks to an average of two days.

In May 2021 Ipswich celebrated Small Business Month with a range of education and networking activities held across Ipswich and supported by council with partners including the Ipswich Region Chamber of Commerce and the Greater Springfield Chamber of Commerce.

The ongoing and recurring impacts of COVID-19 was felt especially by our small businesses, and through the Small Business Funding program, council supported local small businesses with cashflow support when they needed it the most. A total of \$270,174 was distributed to local businesses to support them to navigate and manage the impacts of COVID-19.

However, the most effective way of supporting local small businesses is to buy from them. To this end, council introduced the Buy Ipswich Procurement Policy in August 2020 to buy local wherever possible. By June 2021, 20% of council contracts for the year had been awarded to local businesses.



Brisbane Street Art Festival (BSAF)

In July 2020, the Brisbane Street Art Festival was staged for the first time in Ipswich, producing a series of artworks by local and interstate artists that engaged with the local area and introduced large scale public art to the city. The festival added seven new murals to the city's current portfolio and included artist workshops and the 'swich up' live-stream event. Ipswich now has a substantial Ipswich Central Street Art Trail across 13 locations.

Commitment to 'finding a way'

Despite the challenges associated with events, entertainment and program delivery in a pandemic, council remained committed to identifying alternate, COVID-19 safe options and experiences to ensure that the community could still come together to celebrate or support local business and industry. Some of the highlights of this approach include:

- While in lockdown the early part of 2020, our staff were able to roll out online activities including streamed concerts and in-home workouts. In July, with assistance from the Queensland Government through Arts Queensland, the Ipswich Civic Centre was successful in receiving a grant for a pilot program to see eight concerts return to the stage at both Ipswich Civic Centre and Studio 188.
- A partnership with council's parks and sports maintenance team transformed the outdoor area of d'Arcy Doyle Place into the popular and engaging kids Treasure Hunt activity.

This drew a June school holiday crowd of up to 1,000 a day to Ipswich Central.

- The establishment of a 2020 Christmas Wonderland entry charge enabled the disbursement of funds to local charities who had limited fundraising opportunities due to the pandemic.
- After a successful delivery of Christmas in Ipswich within the COVID-19 Safe Events Framework, council rolled out the first regionally significant event of the year - Planes, Trains and Autos on the May 2021 long weekend. While numbers were restricted the event still attracted 6,280 attendees and generated 166 bed nights for the city.
- The Ipswich Exceptional Experiences Pilot Program saw the first round of successful applicants complete their works in Quarter 4. To date \$46,660 of the approved \$52,502 has been dispersed with businesses contributing an additional \$170,223 (a benefit-cost of \$3.20 for every \$1 invested by council) to a total investment of \$222,724.

Council Building Certifiers partner with Apprenticeships Queensland

Under the Building Futures Program, council has been supporting the not-for-profit Apprenticeships Queensland to provide education opportunities for trainees and apprentices. In late 2020, the program 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, providing a chance to educate trainees, apprentices and students about the building and construction industry. The program also worked with parents and students to provide career advice and work placement opportunities. The program targets youth unemployment and has value to Ipswich 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

In 2020, council was granted an exemption by the Queensland Industrial Relations Commission (QIRC) 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 socioeconomic barriers faced by women seeking to meet the HR licence prerequisites, 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.

Ipswich's population is growing quickly, and council regularly needs to recruit new drivers to service the need. Usually, half the potential workforce doesn't have access to these types of opportunities. Council believes their workforce should reflect the wider Ipswich community, and that creating pathways for more women to become drivers in the waste truck fleet will support this. As QIRC has now granted the exemption, a program that will remove some of those barriers faced by women will be designed.

DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city.		
KEY ACTION: Promote a major investment pathway within council that supports investment attraction in key sectors. (9.2/11)		
OUTCOME: Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.		
Development of Industrial Land Strategy.	Development and delivery of an Industrial Land Strategy will assist to identify and position Ipswich's comparative market advantage. The Industrial Land Strategy will be informed by the industrial land analysis which is nearing completion. Creation of a new Economic Development Strategy has been scheduled for 2021-2022.	
Deliver Small Business Program.	As Queensland's first Small Business Friendly Council, this program continued as a priority for the Office of Economic Development. Highlights for 2020-2021 included delivery of the Small Business Concierge Service, Queensland Small Business Month in May 2021 and the Food Truck Friendly process improvement. A range of education and networking activities were also held across Ipswich, in partnership with the Ipswich Region Chamber of Commerce and the Greater Springfield Chamber of Commerce.	
Deliver Business Support Fund.	By end of 2020-2021 financial year council distributed a total \$270,174.54 to local Ipswich businesses through the Small Business Funding Program. Following consultation with Councillors, the Chambers and local businesses, a revised Small Business Funding Program for 2021-2022 has been drafted and will be presented to council. The revised program is structured to build local business resilience and scale growth.	
Implement the new Buy Ipswich Approach providing enhanced support and opportunities to develop local business and industry.	Delivered early in the financial year, changes to the Procurement Policy included a new Buy Ipswich approach. As a result, all council procurement will now consider purchasing locally wherever possible. By June 2021, 20% of council contracts for the year had been awarded to local businesses.	
STRATEGY 2: Provide a full spectrum of life-long learning opportunities, from early learning through schooling to vocational training and tertiary education that aligns skills and education with emerging employment opportunities.		
KEY ACTION: Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)		
OUTCOME: Increased participation in learning opportunities across targeted community groups.		
Finalise the Regional Skills Investment program with the Department of Employment, Small Business and Training	Completed in November 2020, this program helped to coordinate and facilitate funded training pathways for businesses and workers in the Ipswich Region. The program focused on the topics of hazardous sites, digital business marketing, advanced welding workshops, chiller training for air-conditioning, and Computer Numerically Controlled (CNC) training. The most significant benefit of this project was the industry networks and relationships fostered between council and industry.	



NOT YET COMMENCED



AT RISK



ON TARGET



NOT PROCEEDING



CONTINUING IN 2021-2022



COMPLETE

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre.		
KEY ACTION: Maintain a strong council presence within the Ipswich CBD as the main administrative centre for the Local Government Area. (9.2/3.1)		
OUTCOME: Planned relocation of complete council Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19.		
Delivery of the Ipswich Central Redevelopment program for 2020-2021: Opening of new Ipswich Central library, civic space, and carpark.	The Ipswich Central Library, Tulumur Place and the Nicholas Street Precinct Car Park were formally opened in late 2020.	✔
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).	The new Ipswich Central Library was officially opened in a special ceremony on 5 December to enthusiastic community response. The Interim Children's Library operated successfully until the launch of the new Children's Library in 1 Nicholas Street.	✔
ICT deliverables for new library and interim children's library.	This deliverable was completed with the opening of the Ipswich Central Library in December 2020 and the delivery of the new Ipswich Children's library in 1 Nicholas Street. In addition, the relocation and decommissioning of ICT equipment from the South Street buildings was successfully managed.	✔
Construction of new council administration building.	The new administration building was completed and occupied by council in the week commencing 28 June 2021. The transition from the old council precinct into the new building was a success with minimal business disruption. The building - 1 Nicholas Street - has been performing as expected with only minor issues encountered.	✔
Delivery of retail development.	Construction has commenced on the retail development of the CBD project with Eats, Metro A and Metro B buildings all underway to prepare them for tenant works. Council has released the tender for the Cinema Operator to the market and has 13 Heads of Agreement (HOA) with retail partners progressing to legal for finalisation. While some components of this deliverable were in this financial year, some items will be continuing in 2021-2022 with significant announcements expected to be made in the next quarter.	🕒
KEY ACTION: Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living. (9.2/3.3)		
OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.		
Feasibility and Business Case developed for update to Ipswich Civic Centre.	Feasibility and preliminary business case proposals for proposed works to the Ipswich Civic Centre are being developed. Concept designs, proposed outcomes and high level cost estimates have been received. The documentation allows the project to now move to the consultation stage.	🕒
STRATEGY 4: Strengthen the local digital economy.		
KEY ACTION: Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.4/4.1)		
OUTCOME: Prioritisation and broad integration of the Ipswich Smart City Program.		
Implementation, evaluation and review of Fire Station 101 operations and programming.	A report concerning the proposed use of Fire Station 101 from 1 July 2021 and the resulting changing in membership model was presented to council in May 2021. Council's focus on supporting local small businesses (and an acknowledgment that alternative private sector co-working spaces would meet market demand) led to the recommendation for Fire Station 101 to transition to a more substantive business and industry development hub.	✔

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries.		
KEY ACTION: Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)	OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	
Implementation, evaluation and review of the Defence Ipswich Action Plan.	Implementation of the Defence Ipswich Action Plan continues to position Ipswich as a defence-friendly city, nurturing defence and advanced manufacturing supply chain opportunities and encouraging public and private investment. In response to COVID-19 the Industry Contingency and Resilience Webinar series was hosted with 786 attendees across the program. The Defence Industry Scale Up pilot program was delivered in May 2021, resulting in participation from 24 small-medium businesses from around South East Queensland and six Ipswich-based defence industry prime partners. Events such as these solidify Ipswich's reputation as a leader in the defence industry.	
STRATEGY 6: Diversify the local economy.		
KEY ACTION: Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)	OUTCOME: Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	
Development and implementation of a business development program to assist tourism operators with change to market conditions (trade ready).	Council fulfils its commitment to the local tourism economy through the delivery of 37 Priority Actions under the City of Ipswich Destination Management Plan 2019-2023. Across 2020-2021, Destination Development delivered a wide variety of projects and programs including famils, billboard campaigns, brochures, seasonal marketing campaigns, photo shoots, ITON networking sessions and the hosting of film productions to the city. With COVID-19 seriously impacting the tourism industry, a highlight of the year was the successful delivery of the Flavours of Ipswich dining program in April 2021.	
Stage 2: Program launch - 'Soft infrastructure' grant program to support ITON operators participating in the attracting Group travel (Domestic and International) to the city.	Tourism and hospitality have been recognised as some of the industries hardest hit by COVID-19. Given the limitations around marketing to interstate and international visitors, council has stepped up its business development and domestic destination marketing to support these businesses. A change in focus was agreed, moving from the initial plan of a 'soft infrastructure' grant program, to the delivery of an Ipswich Exceptional Experiences Program. This cooperative funding initiative was designed to stimulate Ipswich tourism experiences and infrastructure development. The Ipswich Exceptional Experiences Pilot Program will see the first round of successful applicants complete their works toward the end of 2021.	
KEY ACTION: Support transport, logistics, and manufacturing industries, particularly where local SEQ western corridor products and agriculture are used. (9.2/6.5)	OUTCOME: Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	
Delivery of Advocacy Plan for the Willowbank Ebenezer Intermodal (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	The Social and Economic Benefits and Impacts Study for the Willowbank Ebenezer Intermodal was delivered in late 2020 and confirms, in general, the benefits of the project to Ipswich. Advocacy work continues for the Willowbank Ebenezer Intermodal with key federal, state and other stakeholders engaged as per the project advocacy plan.	



NOT YET COMMENCED



AT RISK



ON TARGET



NOT PROCEEDING



CONTINUING IN 2021-2022



COMPLETE

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.

PLANNING SCHEME

Council is in the process of preparing a full draft of the new Ipswich Planning Scheme. Following completion of the public consultation of the Statement of Proposals (including draft Strategic Framework), preparation of other components of the planning scheme including draft zoning, operational policies and codes aligned with the draft Strategic Framework have been undertaken. The feedback from the community, other stakeholders and the State Government about the draft Strategic Framework (as detailed in the Consultation Report) is being used to guide the preparation of the final Strategic Framework and the rest of the planning scheme, including the detailed zoning and development code components.

Informing studies have also been completed in relation to housing and a retail review and update, and industrial land and need analysis is reaching conclusion. Work is being undertaken to further refine and align the draft Strategic Framework, Local Area Frameworks, Place and Use Codes particularly following council's adoption of iFuture.

A planning scheme discussion series is occurring with the Mayor and Councillors regarding strategy and policy direction and other scheme matters. A place-based approach to scheme structure has also been developed. An e-platform for drafting and delivery of the new planning scheme has been procured.



COVID-19 response initiatives – residential construction market

In an effort to assist businesses experiencing hardship during the COVID-19 pandemic, council placed a moratorium on fees and charges relating to various business related licences and permits in March 2020. Further measures were taken in September 2020 to assist the residential construction market by reducing the cost barriers for carrying out renovations to heritage and character homes. Council adopted a change to the fees and charges to waive or refund development application fees for carrying out building work not associated with a Material Change of Use. This initiative is considered to be a resounding success, as applications of this type for this period were up by more than 50% over the previous four years, with a direct saving to residents of over \$65,000.

Fast track plan signing

This financial year, the Development Planning Branch have adopted a range of changes and improvements to plan signing processes, such as pre-lodgement meetings and fast-tracking assessment of well-made applications. To assist customers with short project delivery timeframes, applications which meet certain criteria (such as completed forms, paid infrastructure charges etc.) are designated as 'fast track' and decided within five days of lodgement. To date, the new processes have been successful for more simple plan signing applications, however, the processes are scalable and are able to be applied to larger projects which meet the lodgement criteria. It is anticipated that more applications will be assessed as 'fast track' in the future, as customers become more familiar with the lodgement requirements. Development Planning Branch are in the process of providing more information on application forms to improve take-up of this service.



Ipswich City Council's largest road upgrade

Council has given residents their first look at the full extent of the Springfield Parkway and Springfield Greenbank Arterial upgrade with a spectacular animated flyover of the \$46 million project. The never-before seen flyover footage offers a glimpse of what council's largest road upgrade will look like once completed.

Jointly funded by Ipswich City Council and the Australian Government through the Roads to Recovery Program, the project will see the roads expanded from two lanes to four lanes, and

will assist in supporting efficient transport for Springfield and the city's eastern corridor's growing population. Ipswich is the fastest growing city in Queensland, recording a population increase of 4.1 per cent in 2018-2019, and sections of the Springfield Parkway and Springfield Greenbank Arterial are already carrying more than 20,000 vehicles per day.

In compliance with the obligation to invest in trunk infrastructure, council is delivering road upgrades through capital work programs over the coming years, to ensure we're providing increased capacity, safety and accessibility along our eastern growth corridor.

Connected and Automated Vehicle Initiative

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



iGO Road Safety Action Plan

The iGO Road Safety Action Plan (RSAP) was adopted by council in July 2020 and is the first formal road safety strategy for council. The RSAP details how council will work with road authorities and the community to reduce road trauma by working to achieve a number of targets. The RSAP targets a continuous annual reduction in fatal and serious crashes, with 11 specific targets to address key opportunities for improvement. These targets are addressed by focusing on five areas of influence, through which 45 actions have been identified for council and its stakeholders to implement acknowledging the strengths, capabilities, responsibilities and resources of each organisation.

Changes to CBD metered parking a win for residents and businesses

A 15-minute free parking 'grace' period and the removal of timed and priced parking in Ipswich's CBD on Saturdays will remain after a successful six-month trial of the changes. The parking changes are designed to give more people the opportunity to visit the CBD at a lower price, with secondary benefits for the broader city economy.







In October 2020, Ipswich City Council embarked on a six-month trial of the two parking changes in the Ipswich City Centre. Parking occupancy surveys were carried out before the trial started and five months into the trial to assess the effectiveness of the changes. Survey results revealed:

- parking occupancy in the CBD core precinct more than doubled in the five months from September 2020 to February 2021

- considerably more vehicles occupied parking bays for 15 minutes or less, in February 2021 than in September 2020
- Saturday free parking increased longer stay parking within the Top of Town and CBD core precincts, however, ample parking supply remained available
- on average, the 15-minute free parking 'grace' period was used 1,000 times per month during the six-month trial.

As a result of the changes to the Saturday time and pay restrictions, data reveals there was a general increase of parking activity in the Ipswich City Centre.

DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 1: Develop a compact, sustainable, mixed use urban form that supports community and economic development.		
KEY ACTION: Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes. (9.3/1.1)	OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	
Preliminary drafting of new Planning Scheme and Local Government Infrastructure Plan.	Council is in the process of preparing a full draft of the new Ipswich Planning Scheme. Following completion of the public consultation of the Statement of Proposals (including draft Strategic Framework), preparation of other components of the planning scheme including draft zoning, operational policies and codes aligned with the draft Strategic Framework have been undertaken. Informing studies have also been completed in relation to housing and a retail review and update, and industrial land and need analysis is reaching conclusion. A planning scheme discussion series is occurring with the Mayor and Councillors regarding strategy and policy direction and other scheme matters. A place-based approach to scheme structure has also been developed. An e-platform for drafting and delivery of the new planning scheme has been procured.	 
KEY ACTION: Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	OUTCOME: Social housing strategy that aligns to projected community needs. Increasing social diversity within defined geographic regions.	
Develop an Affordable Living policy.	This deliverable is not proceeding and is not included in the 2021-2022 Annual Plan due to prioritisation and resourcing considerations.	
KEY ACTION: Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes. (9.3/1.4)	OUTCOME: Delivery of council owned social infrastructure aligned to the Social Infrastructure Plan.	
Develop new 20 year Social Infrastructure Plan.	The funding and timing of the Social Infrastructure Plan project has now been integrated as a component of the Local Government Infrastructure Plan (LGIP) project. Preparation of the engagement plan for social participation trends analysis is underway.	 
STRATEGY 2: Provide adequate land and infrastructure to support community development and economic activity.		
KEY ACTION: Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. (9.3/2.2)	OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	
Delivery of the Infrastructure and Environment Capital Works Program for 2020-2021. This includes road maintenance and rehabilitation, and maintenance of 413 parks, 219 reserves and 40 sports fields.	The delivery of the city maintenance operational goals have been completed with all areas meeting KPIs and service standards. The operational budget was under the forecast, \$56.9m Actual vs \$58.6m Forecast. The major impacts on the delivery of high standard services is the growth in the portfolio of assets and facilities, unpredictable natural seasonal variances, procurement issues and delays in the projected works and services from contractors and providers. Due to a combination of design delays, approvals and extended procurement activities, some projects in the Capital Program are moving to 2021-2022.	



NOT YET COMMENCED



AT RISK



ON TARGET







NOT PROCEEDING



CONTINUING IN 2021-2022





COMPLETE

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
Deliver an Advocacy Plan for Norman Street Bridge (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	Delivered in Quarter 1, the Norman Street Bridge Advocacy Plan was developed, extended and then superseded by the 2020 State Election Advocacy Plan.	
Represent the community and council interests on the Project Steering Committee for the Brisbane Lions Centre and Training Facility.	The Brisbane Lions have commenced construction of the facility following resolution of contractual and operational matters and the issue of council final planning approval. Council will now perform a governance role as a member of the project control group to ensure that it is delivered in accordance with council's expectations. Work on this deliverable will continue in 2021-2022.	
Deliver an Advocacy and Engagement Plan focused on economic and workforce priorities.	Work on refining council's preferred advocacy model continued through the year with workshops for elected representatives and senior management informing options and analysis. Highlights for the year included the delivery of the 2020 State Election Advocacy Plan and the Mayor's visit to Canberra with South East QLD Council of Mayors, where Ipswich was able to present a full prospectus of regionally significant projects that require state and federal support.	
Deliver an Advocacy Plan for the North Ipswich Stadium (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	The North Ipswich Sport and Entertainment Precinct Options Analysis has been completed and the Ipswich Sporting Expansion Bid Development Plan progressed. The advocacy plan provides a methodology to working with the sporting teams to determine the opportunities and associated requirements to present a compelling bid to entering a national sporting competition. The merge of the Brisbane Bombers and Ipswich Jets, to form Brisbane Jets and bid for entry into NRL in 2023 added momentum to the call for the North Ipswich Stadium. This was furthered by the announcement of the 2032 Brisbane Olympics bid and negotiations. To support the Brisbane jets NRL bid, the North Ipswich Sports and Entertainment Precinct Options Analysis was presented to council, accompanied by a newly commissioned report outlining the pathway to servicing and fielding an NRL team, including training and administration facilities.	

STRATEGY 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.

KEY ACTION: Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable. (9.3/3.1)

OUTCOME: Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.

Implementation program for iGO in 2020/2021..	The Green Workplace Travel Plan has been completed and was tabled at the June Growth Infrastructure and Waste Committee and approved. The key messages of the Green Workplace Travel Plan are able to now be communicated and promoted across the organisation.	
Deliver an Advocacy Plan for the Ipswich to Springfield Public Transport Corridor (this activity is included in the Regionally Significant Projects detailed earlier in the Plan).	This Advocacy Plan has been completed, resulting in a \$1m commitment from the Labor State Government to contribute to the next stage of the project. For the first time, the Ipswich to Springfield Public Transport Corridor was included in the Australian Government's Infrastructure Priority list for future funding.	

STRATEGY 4: The city's heritage is conserved.

No key actions identified for delivery 2020-2021.

STRATEGY 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

No key actions identified for delivery 2020-2021.

THEME 3 CARING FOR OUR COMMUNITY



COVID-19: RESPONSE TO RECOVERY

If we thought we couldn't imagine in our lifetimes a pandemic like COVID-19 wreaking havoc across the world as it did in 2020, never could we have imagined that in 2021 – 18 months on – we would still be firmly in its grips.

Yet here we are.

Like everyone – our community, business and all levels of government – Ipswich City Council has been adapting its ways of working and building the resilience of council in tandem with our strong commitment to support efforts to build the resilience of our community and local economy.

Over the periods of lockdown, council used technology and developed systems and responses that ensured we remained agile and continued to deliver the important services that the community needs of us. Our staff have adapted to supporting the community remotely and on-site as the service demands, all while maintaining strict adherence to the Queensland Health COVID-19 directives.

GOAL 3

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

Council meetings were (and still are as required) conducted remotely to ensure we do not skip a beat in terms of serving the community. We also moved our meetings into an online environment to ensure the public could still participate, delivering on our promise of transparent government.

Ipswich City Council also continued to work on ways to help local businesses. We developed grant writing support to assist business access federal and state COVID-19 relief measures.

Council also conducted more than 20 online workshops with well over 1,000 attendees during 2020–2021 covering topics such as 'Looking after yourself', 'Marketing during a pandemic', and 'Grant writing and applications'.

In addition to capacity building, council also distributed \$270,174 to local small businesses to support them in navigating the challenging environment. This included significant waivers of fees and charges and providing more than \$2 million in COVID-19 relief for local businesses, artists, sporting and community organisations.

Council also implemented the Buy Ipswich program that has delivered significant benefits to Ipswich businesses. \$37.5 million has been spent with local suppliers with a head or branch office in Ipswich since the program was implemented, and \$46.7 million for the financial year.

Some of council's previous and ongoing support extends to:

- paying invoices within seven days instead of 30 days
- Buy Ipswich Procurement Policy
- Queensland's first Small Business Friendly Council
- waiving all footpath dining fees
- extended discount period for rates.

As COVID-19 clusters moved a little closer to home, council also provided 12 environmental health officers to assist West Moreton Health with contact tracing efforts.

Council continues to proactively work with the community and all levels of government as we navigate our way through to the 'new normal'.

IPSWICH OPENS THREE LIBRARIES IN ONE YEAR

During an extraordinary program of work, Ipswich City Council opened the Rosewood Library, the new Ipswich Central Library and the Ipswich Children's Library, all within the span of the 2020–2021 financial year.

The three new libraries represent the latest in contemporary civic planning and industry-leading service design. The new facilities all boast specially curated collections, thoughtfully designed meeting, reading and relaxing spaces, useful and engaging cutting-edge technology, and a welcoming look and feel to their individual layouts and design that have been remarked upon by many of their new users.

All three new facilities have been enthusiastically supported by our staff, widely embraced by the Ipswich community, and continue to be the focus of intense interest across the Library Service industry both nationally and internationally.

THE ROSEWOOD
LIBRARY OPENED
ON 25 JULY 2020



THE IPSWICH
CHILDREN'S
LIBRARY OPENED
ON 28 JUNE 2021



THE IPSWICH
CENTRAL LIBRARY
OPENED ON
7 DECEMBER 2020



Ipswich Hail Event – October 2020

Saturday 31 October 2020 saw a once in generation storm which became known as the Ipswich Hail Event. 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 and 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 \$939 million, and Energex and the SES were inundated with calls for assistance.

Council's initial response, jointly funded by the Australian Government and Queensland Government under the Disaster Recovery Funding Arrangements, saw the establishment of a local disaster coordination centre and a local disaster management group were put in place to assist residents.

Council also established the Ipswich Hail Event community information page on Shape Your Ipswich to provide advice and assistance for thousands of Ipswich residents affected by the storm. Following the emergency response, council offered kerbside collection of building waste, storm damaged furniture and whitegoods, as well as special food-only waste bins.



Engaging the city's creators

The local arts, cultural, creative and performance community was called to be part of positive city progress at the inaugural Creators of Ipswich Summit in November 2020. Designed as a forum to discuss and coordinate the city's approach to the creative community, the summit also facilitated a review of the priorities and actions of the current Arts and Culture Strategy. Over 100 attendees represented the city's diverse local community of creators including photography, visual art, performing arts, heritage, music, fashion, dance, digital design, film, crafts, architecture, writing and indigenous art. The appointment of a Creative Industries Development Officer to council will further support the development of stakeholder relations, project coordination, capacity building and programming related to the Creators of Ipswich and the Arts and Cultural Strategy.

Council's first Community Development Strategy created

Council published its first Community Development Strategy, a strategic document to guide council's approach to asset-based community development over the next five years.

The City of Ipswich Community Development Strategy 2021-2026 aims to:

- define community development, the role of council and the way in which community development is approached
- detail the five pillars of local community development and the outcomes of each of those five pillars.

The strategy is built on an asset-based community development approach which strives towards leveraging our collective capabilities. Leadership in this approach is a shared activity, emphasising 'doing with' and moving away from 'doing for'.

The five pillars are:

1. capacity building and resilience
2. wellbeing
3. inclusion and connectedness
4. culture and diversity
5. civic participation and leadership.



Children, Young People and Families Policy

At its August 2020 Ordinary Council Meeting, council adopted its new policy for Children, Young People and Families which helps guide decision-making into the future. The policy recognises how important children, young people and families are to Ipswich. The policy underpins how Ipswich City Council engages with children and young people across Ipswich and ensures council remains responsive to their needs, both now and into the future. Around half of Ipswich households are made up of families with children and young people still living at home. It's important that council uses appropriate policy foundations to engage with children and young people, advocate for their best interests and plan for our rapidly growing population.

The Children, Young People and Families policy meets a 2017-2021 Corporate Plan commitment and has been shaped by comprehensive research and community consultation. The policy can be found at ipswich.qld.gov.au





Disability Inclusive Disaster Risk Reduction

Disability Inclusive Disaster Risk Reduction (DIDRR) means making sure the needs and voices of people with disability are included in disaster risk management. To achieve this, council partnered with the Queenslanders with Disability Network, the Centre for Disability Research and Policy at The University of Sydney and the Queensland Government, to promote the DIDRR Framework and person-centred emergency planning.

Through a series of workshops, council introduced people with disability to the Person-Centred Emergency Preparedness workbook, an emergency planning tool tailored for people with disabilities and ensuring their individual needs are accounted for in an emergency situation.

Delivered with support from the Queensland Government through the 'Get Ready QLD' program, the project included direct engagement with people with disability and increased representation and accessibility improvements to council's emergency management program, including:

- workshops for people with disability focusing on understanding their personal emergency risk and how they can prepare for and respond to emergencies in ways that work for them
- creation of a webpage dedicated to DIDRR information and resources for people with disability
- addition of Auslan to all current emergency preparedness videos
- incorporation of DIDRR into council's Community Development Strategy 2021–2026
- the start of an ongoing review of emergency management doctrine, education and awareness materials for disability representation and accessibility.

Development of Residential Swimming Pool Safety Education and Awareness Program

Drowning is one of the leading causes of death in Queensland for children under the age of five. An assessment of the Pool Inspection Compliance program determined that education and awareness programs were far more likely to deliver key messages and to a broader audience than a compliance program focused on inspections of pool fencing.

As a result, a residential swimming pool safety and water awareness program was developed to provide education for the community on the benefits of safety around water. The program was titled SEAL and is designed to encourage active adult and child participation in programs such as learning to swim, supervision, CPR and pool fence compliance. SEAL comprises four key water safety actions – Supervise around water, Enclose the pool with a fence, Active supervision, and Learn CPR and how to swim. The program delivers water awareness strategies, pool fencing information, practical life-saving education programs of CPR, and learn to swim water awareness programs.

Research suggests that this type of education strategy has a greater likelihood of reducing immersions and saving lives. The program provides free or low-cost water safety, learn to swim, CPR awareness and education programs to the Ipswich community. It is anticipated the program will lead to increased water safety messaging and inform safety around all water, creating a safer environment for the Ipswich community.



DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity.		
KEY ACTION: Strengthen council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	OUTCOME: Active citizen and stakeholder engagement informing strategic marketing and communications.	
Implementation of the 2020/2021 City Events Plan.	Implementation of the 2020/2021 City Events Plan has had to occur with consideration to restrictions and guidelines outlined in the COVID Safe Events Framework. Many events were rescheduled including Spark (Ipswich Festival reimagined) and Galvanized (Heritage Festival). Event Bootcamp capacity-building workshops were held to support local event operators and volunteers, and the Brisbane Street Art Festival painted the town, adding seven new murals to the city. Christmas events were adapted and the inaugural Planes, Trains and Autos event was held at the Workshops Rail Museum in May 2021, attracting 6,280 attendees. Council continued to host citizenship ceremonies and provide sponsorship to many local event producers.	✓
STRATEGY 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.		
KEY ACTION: Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	OUTCOME: Community informed and engaged through planned communication.	
Implementation of Liveability survey (Living in Ipswich) that will provide indicators and inform a range of plans and strategies for the city.	Delivered early in the year, the Living in Ipswich survey will provide independent and standardised measures of community values and lived experience in Ipswich. The survey will be conducted on an annual basis and the liveability indicators from the survey will be used as a measure in council's new Corporate Plan and other strategic planning.	✓
STRATEGY 3: Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.		
KEY ACTION: Develop a community development plan for our communities of place and interest. (9.4/3.1)	OUTCOME: Increased capability of, and participation by, communities.	
Development of a Community Development Strategy.	The Community Development Strategy was adopted by council following engagement with elected representatives. It outlines Ipswich City Council's commitment and priorities for community development in the region. It aims to align with council's strategic priorities and has a focus on strengthening community resilience and building on existing community strengths to help shape the future of Ipswich. It takes a contemporary approach to community development of working with and alongside the community to strengthen community capability, create opportunities and lead social change.	✓
KEY ACTION: Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	OUTCOME: Increased capability of, and participation by, communities.	
Design a community organisation capacity building program.	The Stronger Communities Program was launched in Quarter 1 with over 100 community representatives in attendance to co-design a program which will build capability and resilience in our community groups. Further work was undertaken to demand and capacity of community sector services due to COVID-19 and the impact on future service. The new approach was successfully tested during the Ipswich Hail Event on 31 October, 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 community service providers. To further support community organisations, a series of grant writing workshops were hosted. Work will continue in this area as part of council's core business.	✓
KEY ACTION: Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	OUTCOME: Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library.	
Delivery of the Rosewood Library.	Delivered on-time and on-budget, the new Rosewood Library opened Monday 27 July 2020.	✓



NOT YET COMMENCED



AT RISK



ON TARGET



NOT PROCEEDING



CONTINUING IN 2021-2022



COMPLETE

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
KEY ACTION: Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	OUTCOME: Plans for, and design of, community facilities are informed by community needs.	
Review and update the Library 2019-2024 Strategy to incorporate new library and customer service models.	The draft Library Strategy has been prepared, taking into consideration council's strategic priorities under iFuture and consultation with elected representatives is scheduled for early 2021-2022.	🕒
Increase capacity to support city wide library stock rotation and business support (Logistics Hub Extension).	Options are currently being reviewed for the Logistics Hub and will form part of the consultation on the draft Library Strategy. The 2021-2022 budget has an allocation to action the Logistics Hub project once agreed. Work on this deliverable will continue in the 2021-2022 financial year.	🕒
Design and delivery of second (2nd) Library Pod.	In line with the update to the draft Library Strategy, the production and delivery of a second Library Pod has been paused. The future options for Library Pod development will form part of the consultation on the draft Library Strategy. Work on this deliverable will continue in 2021-2022 financial year.	🕒
KEY ACTION: Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. (9.4/3.4)	OUTCOME: Closer alignment to child friendly city principles.	
Adoption and launch of council's Children, Young People and Families Policy.	The Children, Young People and Families Policy was adopted by council in August 2020. The launch of the policy occurred during Children's Week: Ipswich Children's Voices on 26 October 2020 and Flick the 'Swich on 30 October 2020. The project was delivered largely on budget however there were some minor additional costs <\$1k related to making the launch events COVID-19 safe.	✅
STRATEGY 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities.		
KEY ACTION: Facilitate service planning and delivery arrangements with government and non-government agencies utilising council's evidence base to ensure services are delivered in an equitable, timely and efficient manner to meet community needs. (9.4/4.1)	OUTCOME: Coordinated social service delivery informed by social data.	
Finalisation of the Libraries and Customer Services Systems and Business Process Review.	The business process review of Libraries and Customer Services Systems has been implemented with some components transitioning into core business.	✅
STRATEGY 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.		
KEY ACTION: Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	OUTCOME: Increased engagement of community members in their own health outcomes.	
Undertake research – Phase 1 – for later development of a Healthy City strategic policy.	Data collection, collation and research on attributes that create a healthy city has been used to help inform a discussion paper for further stages of the Healthy City strategic policy in the future.	✅
STRATEGY 6: Build on the success of council's community safety programs to address new and emerging issues.		
KEY ACTION: Delivery of the Safe City program aligned to crime prevention and community safety plans. (9.4/6.4)	OUTCOME: The Safe City network and program is incorporated in projects and plans to realise a reduction in crime in public places and an increased sense of community safety.	
Identify and increase Community Safety Network based on evidenced demand.	This year saw the formation of the Safe City Advisory Group and the development of the Community Safety Plan for Ipswich. Identified needs resulted in a variety of community safety actions being undertaken also including rekeying of council facilities and upgrades to the CCTV network. The Safe City Advisory Group will continue to support the community's safety needs.	✅

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.		
KEY ACTION: Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city. (9.4/7.1)	OUTCOME: Approved strategy becomes the baseline for consistent and goal oriented decision making.	
Develop and implement a program of work to deliver council's Arts and Cultural Strategy in 2020-2021.	Council's Creative Industries Development Officer commenced in Quarter 4 with the role focused on stakeholder relations, project coordination, capacity building and programming related to the Creators of Ipswich and the Arts and Cultural Strategy. Commitment to delivery of the strategy saw delivery of the inaugural Creators of Ipswich Summit 13 November 2020. Over 100 attendees represented 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. The 2021 Ipswich Art Awards were also successfully delivered resulting in 146 artists submitting 250 artworks – a record for the Awards. For the first time, the exhibition toured Rosewood and Springfield Central.	✔
STRATEGY 8: Develop greater community resilience and readiness.		
KEY ACTION: Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)	OUTCOME: Emergency Management Strategy to be developed to provide a framework for public information.	
Delivery of a Community Resilience Program (emergency management).	Council continues to provide the MyIpswich Alerts Service to the community. Delivered with support from the Queensland Government through the 'Get Ready QLD' program, the Disability Inclusive Disaster Risk Reduction (DIDRR) project was finalised in June 2021. Key outcomes include the delivery of multiple workshops with people with disability which have resulted in: <ul style="list-style-type: none"> increased disaster risk awareness and preparedness through creation of tailored personal emergency management plans addition of accessibility features to all Emergency Management preparedness and education videos community engagement at the Ipswich Show in May representation and accessibility updates to the 2021 Local Disaster Management Plan. Opportunities for accessibility improvements and collaboration will continue to be explored into the future as DIDRR is integrated into business as usual for emergency management.	✔
Delivery of a COVID-19 Recovery Program.	The COVID-19 Recovery Program of work continues to be developed and delivered by multiple functions across council. Ipswich City Council has been adapting its ways of working and building the resilience of council in tandem with our strong commitment to support efforts to build the resilience of our community and local economy. A wide range of services, educational programs, support and relief measures were rolled out to community and will be continued into the new year.	🔄
KEY ACTION: Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)	OUTCOME: Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	
Delivery of the 2020-2021 program for Fuel Reduced Zones – Conservation estates (burning and pre/post vegetation management).	All Fuel Reduction Zones for the 2020-2021 year have been installed as per schedule. The Planned Burn Program was not delivered in the 2020-2021 year as weather conditions did not suit safe or feasible planned burn parameters. The Planned Burn window continues into September (Quarter 1, 2021-2022) and further planned burns will continue into the financial year.	🕒

NOT YET COMMENCED	AT RISK	ON TARGET	NOT PROCEEDING	CONTINUING IN 2021-2022	COMPLETE

THEME 4 CARING FOR OUR ENVIRONMENT



10 YEAR WASTE MANAGEMENT AND RESOURCE RECOVERY STRATEGY

Ipswich City Council has set out a new 10-year road map detailing how it will deliver on the city's vision for waste management and resource recovery.

In alignment with council's Resource Recovery Strategy, the Resource Recovery Implementation Plan (RRIP) outlines the city's resource recovery strategic priorities and details specifically how they will be actioned and delivered over the next decade in consultation with the community.

The strategy's focus is on reducing waste generation and landfill disposal, maximising resource recovery opportunities in line with circular economy principles, providing excellence in customer service, and achieving continuous improvement and development of people, processes, infrastructure and technology.

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.

Council is committed to taking further steps forward for the community on waste and resource recovery, as waste disposal issues in our city are long-running and well known to our stakeholders. An evidence base is building for the economic and environmental benefits of the circular economy model. The new RRIP provides a roadmap for council to lead by example and deliver best practice waste and resource recovery solutions in line with ratepayers' expectations.

Council adopted the innovative Waste and Circular Economy Transformation Directive in December 2020, taking leadership for the city on waste and resource recovery challenges and opportunities.

The Resource Recovery Strategy is founded upon four key pillars through which the city plans to deliver on its vision for waste management and resource recovery, including:

1. kerbside food organics and garden organics collection
2. optimising the city co-mingled recycling service
3. providing a new on demand large item kerbside collection service
4. having fit-for-purpose waste and resource recovery infrastructure, including building a new recycling and refuse centre.

The plan's name has been updated from Materials Recovery Plan to Resource Recovery Strategy to reflect Ipswich's direction towards a circular economy by reducing waste and valuing resources.

The Resource Recovery Strategy and Implementation Plan, shaped around community feedback, legislative requirements and best practice resource recovery, were adopted by council on 24 June 2021.

Ipswich Nature Centre one of Queensland's best experiences

The Ipswich Nature Centre's commitment to exceptional visitor experiences has been recognised after it was named in the annual list of Best of Queensland Experiences. The state-wide Best of Queensland Experiences program identifies and recognises experiences that best bring the Queensland story to life and consistently deliver an exceptional customer experience. The Ipswich Nature Centre is one of the premiere attractions for our two million annual visitors and the only free native wildlife experience of its kind in South East Queensland (SEQ).

The Ipswich Nature Centre aims to continuously improve as a destination for visitors with new experiences such as Animal Encounters which includes a personal encounter with the animals at the centre and a walking tour with one of the zookeepers. Since tours commenced in January 2019, more than 1,000 visitors have taken part during school holidays with a further 800 people taking part from school, scouts, seniors and other groups. The centre has been a destination of choice for Ipswich families for more than 80 years.

The Best of Queensland program is based on an independent set of criteria that incorporates online customer reviews, responds to consumer expectations and reflects industry best practice. It has been developed in partnership with the State's Regional Tourism Organisations, the Queensland Tourism Industry Council and the Department of Tourism, Innovation and Sport.

Fast facts about the Ipswich Nature Centre:

- It's the only free zoo in SEQ, located within a one hour drive for more than 1.3 million people
- More than 140,000 visitations per year
- Oldest council owned zoo in Queensland – operating since 1936
- More than 185 different native animals and birds on display representing over 43 species
- Zoo and Aquarium Association Accredited Zoo
- A member of the International Bilby Breeding Program
- Number 1 tourist experience in Ipswich on TripAdvisor
- TripAdvisor Certificate of Excellence winner.



New Waterway Health Strategy and report for the Bremer

Council finalised and published its new Waterway Health Strategy in 2020. The document sets out the general principles, direction and priorities for council across approximately 20 catchments and sub-catchments within the Ipswich Local Government Area. The Waterway Health Strategy supports council's vision that waterways and wetlands are rehabilitated and protected to provide ecological sustainability through good water quality, habitat and fauna connectivity, recreational outcomes and mitigation of major storm and flood events.

Achieving healthy catchments and waterways is a top priority for Ipswich residents when it comes to caring for the environment. Long-term environmental recovery programs for priority wetlands and waterways across the city will guide council's investment to meet community needs and desires. The future health of waterways and wetlands in Ipswich will be secured through council's leadership and commitment to catchment and waterway health enhancements.

The focus of the Waterway Health Strategy is to build upon these achievements and to set the investment priorities for the next 3–5 years, based on the current threats and opportunities influencing the health of waterways and wetlands across Ipswich.

Implementation of the strategy will support council's achievement of its Corporate Plan and the community's vision for improved waterway health and provide a framework for council to meet the relevant legislative requirements for waterway protection.

Sustainable Ipswich – A new policy

A new Sustainability Policy was endorsed at the council ordinary meeting on 26 November 2020. The Sustainability Policy will be the guiding document from which a new Sustainability Strategy will be drafted. Our vision is for an environmentally resilient, economically prosperous and sustainable city that meets the needs of a diverse and growing population now and into the future. To achieve this we need to develop a clear understanding of the community's thoughts and priorities around sustainability.

You can learn more about the community consultation that underpins the development of the Sustainability Strategy at Shape Your Ipswich.

White Rock - Spring Mountain Masterplan

Adopted in 2020, the White Rock - Spring Mountain Conservation Estate Master Plan 2020–2040, outlines a proposed vision for natural and cultural values protection and best practice visitor management. The purpose of the plan is to facilitate a planned approach in protecting conservation and cultural values. This will provide a safe and accessible location for nature-based recreation as the surrounding areas develop and visitors are attracted to the estate.

To implement this master plan, Ipswich City Council will:

- install visitor infrastructure
- monitor and measure use and impact
- engage the community.

View and/or download the [White Rock - Spring Mountain Conservation Estate Master Plan](#).



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 local government area. Many of the actions are delivered through current programs, such as Landholder Conservation Partnerships, Habitat Connections and implementation of the Waterway Health Strategy.



Queens Park Nature Centre and Discovery Hub Masterplan

A \$10 million Queens Park Nature Centre and Discovery Hub Masterplan has been drawn up by 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. The masterplan 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:** a 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.

Ironpot Creek

Ironpot Creek at Pine Mountain was identified in council's Waterway Health Strategy as an area requiring targeted actions. In response, council's environment team drastically improved a 180 metre section with the installation of more than 200 tonnes of rock and 11,000 plants. The significant works prevent erosion from collapsing the creek's banks and give a major boost to the health of the Bremer River. The works prevent up to 100 cubic metres of sediment each year from washing into the Bremer River and contributing to poor waterway health scores. The design 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 plants are established, Ironpot Creek will once again represent a natural landscape. Re-used natural materials were used on-site, including trees removed during the works which 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. Proudly funded by the Queensland Government's COVID Works for QLD Program in association with Ipswich City Council.



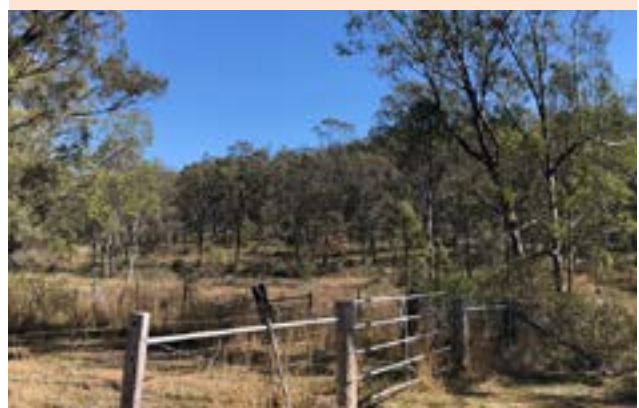
Local Government Illegal Dumping Partnership Program

In partnership with the Department of Environment and Science, council was successful at securing a grant for the 2020–2021 period to combat illegal dumping within our community. Proactive and reactive compliance strategies were implemented across Ipswich including the installation of covert cameras at identified dumping hotspots. Coercive compliance strategies were utilised for the first time to obtain the identity of offenders allowing enforcement to take place. Two additional on-ground compliance officers were employed to investigate illegal dumping, with the aim to prevent waste entering Queensland's environment and reduce the associated costs of cleaning up illegal dumping to the community.

The project team has achieved some noteworthy results with a significant number of 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 1,720,046 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 7,167 wheelie bins. Community engagement using social media has raised awareness about the issue and the environmental and financial impacts of illegal dumping. This community awareness is helping to drive positive, long-term changes in community attitudes and behaviours to prevent littering and illegal dumping.

Acquisition of conservation land

Council purchased 65 hectares of 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 2020. 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 1,000m from the current 400m. Wider protected and managed corridors support safer movement for wildlife through the landscape.



DELIVERABLES

DELIVERABLE 2020–2021	PERFORMANCE	STATUS
STRATEGY 1: Secure and protect important areas of native habitat and vegetation.		
No key actions identified for delivery 2020–2021.		
STRATEGY 2: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.		
KEY ACTION: Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	OUTCOME: Work in partnership with offset brokers / organisations in the strategic delivery of environmental offsets in alignment with the Nature Conservation Strategy and Koala Habitat Management Plan.	
Develop and implement an Environmental Offsets Policy.	The development of an Environmental Offsets Policy is completed with endorsement by council in July 2021.	
Review vegetation mapping to inform a later review of the Nature Conservation Strategy.	The project for vegetation mapping was completed and will now inform the Nature Conservation Strategy review.	
STRATEGY 3: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.		
KEY ACTION: Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	OUTCOME: Improved waterway and wetland health.	
Black Snake Creek Project – Stage 2.	Black Snake Creek Stage 2 works are continuing to build upon the sites from Stage 1 to secure existing plantings and provide in-fill following hydrologist advice regarding tree placement. Works with new landowners is underway and project planting and maintenance will continue through 2021–2022.	
KEY ACTION: Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	OUTCOME: Implement the Waterway Partnership program working with private landholders to restore riparian corridors and reduce erosion risks.	
Water Quality Offset (Small Creek) Construction – Stage 3.	Following the formal tender process, Small Creek construction Stage 3 was completed. The site has been opened.	
KEY ACTION: Ensure effective catchment and floodplain management. (9.5/3.4)	OUTCOME: Review and implementation of the Waterway Health Strategy.	
Review and update the Waterway Health Strategy.	The Waterway Health Strategy was endorsed and published on the council website. Development of an implementation plan is underway.	
KEY ACTION: Ensure effective catchment and floodplain management. (9.5/3.4)	OUTCOME: Maintain up-to-date flood studies.	
Undertake flood studies of several catchments to ensure effective floodplain management planning allowing for more informed decision making for the City.	Bundamba Creek flood study update is in progress. Project is on track for completion in financial year 2021–2022. Remaining studies will be reprioritised for delivery across future years dependant on available budget.	
KEY ACTION: Ensure effective catchment and floodplain management. (9.5/3.4)	OUTCOME: Delivery of Catchment Corridor Plans.	
Finalise the Ipswich Integrated Catchment Plan.	Ipswich Integrated Catchment Plan is finalised, and scheduled to be presented to Mayor and Councillors prior to adoption in late 2021.	



NOT YET COMMENCED



AT RISK



ON TARGET



NOT PROCEEDING




CONTINUING IN 2021–2022



COMPLETE

DELIVERABLE 2020–2021	PERFORMANCE	STATUS
STRATEGY 4: Enhance urban greening.		
KEY ACTION: Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	OUTCOME: Complete condition assessment of existing gardens to identify a possible refurbishment program.	
Review and update Queens Park Conservation Management Plan and Queens Park Land Management Plan.	Consultants are progressing with delivery of the Conservation Management Plan for Queens Park. Request for quotation for the Queens Park Land Management Plan has been undertaken twice, with nil suppliers submitting quotations due to market demand. The project will be rescheduled for delivery, continuing work in 2021–2022.	🕒
KEY ACTION: Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	OUTCOME: Strategic plan identifying possible street tree planting opportunities (where are their gaps) and develop a street tree planting program.	
Review the Streetscape Design Guideline.	Natural Environment and Land Management (NELM) works on the Streetscape Design Guideline are complete and work has now begun with the Planning and Regulatory Services department to progress integration with the Urban Greening Strategy.	✅
KEY ACTION: Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	OUTCOME: Review current maintenance program, including street trees and footpath gardens.	
Develop the Urban Greening Strategy.	The first draft of the Urban Greening Plan is nearing completion. Delays have occurred due to resourcing and complex stakeholder engagement. The development of the Urban Greening Strategy will continue into the new financial year.	🔄
STRATEGY 5: Use resources efficiently and sustainably.		
KEY ACTION: Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.4/5.1)	OUTCOME: Maximise diversion of waste from landfilling through the kerbside recycling and green waste services and public transfer stations.	
Replace and update Waste Management System including fleet and weighbridge.	The Waste Management System (including fleet and weighbridge) received updates in 2020–2021. The In-Vehicle Management System (IVMS) was installed and rolled out to Ipswich Waste Services fleet vehicles and new software was introduced to assist weighbridge operations. Efficiencies have been achieved for invoicing of commercial customers accessing services at the Riverview Recycling and Refuse Centre. When system integration is complete, the legacy system will be decommissioned.	✅
Delivery of Waste Infrastructure Plan.	Development of a Waste Infrastructure Plan is underway. Community engagement and draft specifications has been completed. Council has received funding for improvements to existing refuse and resource recovery facilities, however work on this deliverable will continue into the new financial year.	🔄
KEY ACTION: Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.4/5.1)	OUTCOME: Develop and implement the Resource Optimisation Plan.	
Review and update the Materials Recovery Plan (Waste Management and Resource Recovery Plan).	The Resource Recovery Strategy and Implementation Plan has been completed and was adopted in June 2021. It has been published to the council website.	✅
KEY ACTION: Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	OUTCOME: Finalise and implement the Corporate Environmental Sustainability Plan.	
Develop a Sustainability Policy.	Following engagement with the elected representatives, a Sustainability Policy was developed and adopted by council resolution in December 2020.	✅
Update the Ipswich Sustainability Strategy.	The update of the Sustainability Strategy is progressing. Community engagement from the Sustainability Policy project was evaluated and included into the strategy review and workshops hosted with internal stakeholders. Finalisation works will continue into the new financial year.	⚠️ 🕒
Develop a renewable energy plan.	Development of a renewable energy plan was finalised in 2020–2021. This project reviewed power purchase agreements and large-scale generation certificate feasibility for the city.	✅
Develop a State of the Environment Report.	The State of the Environment Report is advancing with the framework design near completion. There have been delays to this project based on resourcing resulting in the project continuing into 2020–2021.	🔄

DELIVERABLE 2020–2021	PERFORMANCE	STATUS
STRATEGY 6: Improve environmental awareness, education and compliance.		
<p>KEY ACTION: Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)</p>	<p>OUTCOME: Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</p>	
<p>Deliver the Illegal Dumping Partnership Program in conjunction with the Department of Environment and Science.</p>	<p>The Illegal Dumping Partnership Program has been extremely successful since its commencement on 28 July 2020. Across council, 1,180 incidents of illegal dumping have been reported and the Illegal Dumping team have had 345 successful compliance outcomes resulting in 1,720,046 litres of waste removed from the roadside or natural environment by offenders, private land-owners and council. 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 67 per cent. Household items are the most common waste dumped equating to 64 per cent of the total volume located. Due to the success of the program, council has included illegal dumping and littering as a Catalyst Project within the iFuture Corporate Plan for 2021–2026 transitioning the two contract staff involved in the Partnership Program into permanent positions within the Compliance Branch.</p>	

 NOT YET COMMENCED	 AT RISK	 ON TARGET	 NOT PROCEEDING	 CONTINUING IN 2021–2022	 COMPLETE
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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.

TRANSPARENCY AND INTEGRITY HUB

In July 2020 a new era of transparency and accountability was heralded for council with the arrival of the Transparency and Integrity Hub, an 'Australian first' that has given the people of Ipswich the tools to understand how their money is spent. The Hub has opened the books on council's finances and is the clearest signal to the community that council operates with transparency and integrity.

The data published on the Hub includes detailed financial records from council, and its controlled entities, Councillor expenses and procurement data of contracts of \$200,000 and more for the past five years.

Council is also now publishing the names of all suppliers who tender for these contracts, in addition to details of the awarded supplier, including its value and the purpose of contractual arrangements as required under the *Local Government Regulation 2012*.

And, as part of its Buy Ipswich approach, council is also monitoring and reporting on contracts awarded to local suppliers through open data available on the Transparency and Integrity Hub. This aspect of the Hub initiative also helps businesses identify opportunities to supply goods and services to council which will further support the city's economic recovery from COVID-19.

Future plans for the Hub include the publishing of a forward schedule of procurement opportunities to ensure local business can be prepared and put their best foot forward as part of the Buy Ipswich initiative.

The innovation and leadership that drove the development of the Hub saw Ipswich Mayor Teresa Harding recognised in 2020 for her leadership, winning a Smart Cities Council Australia-New Zealand award for delivering the innovative Transparency and Integrity Hub.

The Transparency and Integrity Hub continues to develop and is updated on a regular basis utilising technology and data to build trust with the people of Ipswich and deliver genuine outcomes for the community.



Introducing concierge and customer support to 1 Nicholas Street

In the lead-up to the move to 1 Nicholas Street the Libraries and Customer Service team reviewed the council's customer service counter model to determine customer and visitors needs in the new building. Research included a foot-traffic analysis, customer and visitor workshops, design

and development of supported self-service kiosks and a review of functions and requirements. A new Concierge and Customer Support offering was the result of this collaborated effort. The outcome is a contemporary, welcoming and reassuring service experience for customers and visitors.



Human Rights Act 2019 (QLD)

The *Human Rights Act 2019* came into effect on 1 January 2020, compelling the council to act compatibly with human rights when making decisions and providing services. The Human Rights Project was initiated to ensure council's processes, documents, and future planning, considers and reflects human rights. Council has undertaken several significant activities as part of the Human Rights Project, including providing human rights training to staff, adopting a Human Rights Policy and Human Rights Complaints Procedure, and providing information to the community about human rights on its website.

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 were 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 outlined the work done across Queensland's public sector in implementing the Act over the 2019-2020 financial year and identifies seven key indicators to measure growth in Queensland's human rights culture. The report was tabled in the Queensland Parliament on 9 December 2020 and highlighted a number of noteworthy innovations by council, including its development of human rights scripting, its undertaking to report on the Act in the council's 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 among council employees through undertaking human rights training, raising awareness, reviewing policies and procedures and consideration of human rights in future planning.

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

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

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

The sale of these assets was critical to the Nicholas Street Project and the relocation of council administration resources to the Nicholas Street Precinct. Additionally, the sale supports the expansion and development of health and hospital services for the Ipswich region. After a long period of negotiation, the disposal terms and conditions were finalised and the contracts executed by both parties, with a settlement date set in August 2021 just after council moved into the new building. Council's Property Services Branch will continue to manage the contract of sale, through to settlement.

Councillor briefings and workshops

Early in the financial year, the council meetings coordination team formalised the process for managing Councillor Briefing Sessions and Workshops. The formal process includes tasks such as recording of official minutes and recording of conflicts of interest that will assist with achieving greater transparency and integrity during the early stages of the decision-making process.

Implementation of departmental risk registers, control reporting and assessment

In August 2020 the Executive Leadership Team (ELT) endorsed the introduction of the departmental Risk Control Report and Assessment (Control Report). The report enables each departmental risk owner to identify each control implemented (including frameworks, policy, procedures, work instructions, etc.) to mitigate identified risks.

The Control Report is provided to the Risk Team to undertake a self-assessment of the effectiveness of the departmental controls. Where identified risks are assessed as not having effective control measures in place, a report will be generated for the Departmental Risk Committee Meetings for further discussion.

Conflicts of Interest for Employees Policy

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

The policy provides:

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

A supporting procedure, approved following adoption of the policy, includes:

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

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

Trust Bonds

For the last two years the Engineering, Health and Environment (EHE) branch has been working on a project to eliminate the backlog of Trust Bonds that have been accumulating. The bonds have been accruing over a number of years and go as far back as the 1980s. The bonds (in cash) were to secure the outstanding works of a development (i.e. Uncompleted Works, Landscaping, Performance, etc.). Due to the lengthy process of returning the bonds, some requiring inspections and rectifications works, and by calling up the bond to fix any defects, the number of bonds outstanding have grown into the millions of dollars. Fortunately, EHE branch have been making progress of returning the bonds and reducing the amount of money owing to our customers. For the period of 1 July 2020 to 1 July 2021 close to \$3.5 million dollars has been returned.

Right to Information and Information Privacy performance measures

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

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



ICT Branch initiatives and achievements 2020-2021

Supporting the council workforce with more than 1,800 active devices, 4,700 email accounts and almost 10,000 support calls logged a year, the Information and Communications Technology (ICT) Branch is on a significant transformation journey.

The goal of the transformation is to become an efficient, agile, trusted partner, delivering seamless digital services and maximum return on investment for council and the community.

To achieve this, a key area of focus has been driving greater value and performance from all ICT contracts and partnerships. This has resulted in over \$800,000 in operational savings in the 2020-2021 financial year achieved through the review and renegotiation of several large technology and telecommunication contracts.

The branch also continues to track well against the ICT Strategy 2019-2024 and over the past 12 months has successfully delivered the following initiatives through the ICT project portfolio:

- supporting the move to 1 Nicholas Street with the implementation of contemporary digital technology across the new premises
- implementing a move to M365 with ongoing upgrades in licensing, applications, and security along with replacing an end-of-life telephony system
- creating a more flexible, mobile workforce allowing council employees to work remotely and respond to the ever-changing COVID-19 situation with minimal disruption
- enabling technology for council's award-winning new libraries with contemporary infrastructure
- new waste management system at Rosewood.



DELIVERABLES

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
STRATEGY 1: The Mayor and Councillors represent the Ipswich community and provide strong and visionary leadership.		
KEY ACTION: The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)	OUTCOME: Monitor and review council's performance, strategic and operational reporting.	
Development of a new Ipswich City Council Corporate Plan that will commence 1 July 2021.	Council's new Corporate Plan (iFuture), was adopted in April 2021. The development of iFuture included significant community engagement and includes a 20-year vision for the City of Ipswich. iFuture commences on 1 July 2021 with the 2021-2022 Annual Plan representing the first year of the five-year plan.	✔
Development of an Innovation Program for council internal and external services and operations.	An Innovation and Improvement Program has been developed to use creative thinking to embed a better way of doing an existing process. The 12-month program was established to focus on reducing internal waste. Council's Innovation and Improvement Program has commenced with the first collection of submissions from staff. This program continues in 2021-2022.	✔
STRATEGY 2: Provide comprehensive and meaningful community engagement to inform council decision making.		
KEY ACTION: Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)	OUTCOME: Meet or exceed corporate targets for customer service standards.	
Development of ICC Customer Focus Strategy.	The Customer Experience Strategy project commenced in Quarter 3 following significant planning. The project engaged a consultant to assist council with progressing the whole-of-council surveys and stakeholder interviews. The project will continue into 2020-2021 with further consultation based on findings and recommendations, customer surveys and data analysis yet to be undertaken to inform the development of the strategy.	🔄
STRATEGY 3: Implement initiatives that strengthen governance skills and knowledge.		
KEY ACTION: Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/3.1)	OUTCOME: Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.	
Development of a Strategic Policy Framework that aligns strategic priorities and goals for the City with the United Nations Sustainable Development Goals for 2030.	The Strategic Policy Framework was dependent on the delivery of the new Corporate Plan and identification of its strategic priorities. Resourcing constraints have resulted in this project not proceeding at this time.	⊘
Delivery of training to build knowledge and capability in good governance, legislative, financial and human resource delegations, managing conflicts of interest and ethical decision-making.	An annual governance training program, including a calendar, manager toolkit and communications campaign has been established and will now transition to core business delivery through the Learning and Development team.	✔
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).	An upgrade of Microsoft Office Applications has been completed for all staff, including replacement of a legacy PABX telephony system with Microsoft Teams. This initiative is planned to continue with an optimisation program scheduled in 2021-2022. Skype for Business has been decommissioned and Active Directory has been remediated and established in Azure Cloud to ensure the security of identity management, enhanced by the replacement of RSA tokens with integrated multifactor authentication.	✔
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 deliverables for 2020-2021 have been a focus for the team this year. A wide variety of actions have been finalised with many transitioning into core business for future years. Some of the achievements are: <ul style="list-style-type: none"> ▪ implementation of a Quality Conversations and Performance Framework ▪ scoping and design of performance modules in Human Resources system ▪ the Team Effectiveness Program continues to be rolled out to teams across council ▪ the Inspiring Leaders Program continuing delivery ▪ a Senior Leader Forums established ▪ Executive and Branch Manager workshops held every 6 weeks ▪ Pulse Survey 6 completed to understand employee sentiment ▪ Reward and Recognition Framework developed. 	✔



NOT YET COMMENCED



AT RISK



ON TARGET









NOT PROCEEDING



CONTINUING IN 2021-2022



COMPLETE

DELIVERABLE 2020-2021	PERFORMANCE	STATUS
<p>KEY ACTION: Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)</p> <p>OUTCOME: Maintain an open and transparent approach to information.</p>		
<p>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.</p>	<p>Delivered in 2020-2021, the Strategic Maturity of Governance Project successfully implementing all deliverables including:</p> <ul style="list-style-type: none"> ▪ an Information Management Framework and Strategic Plan ▪ enhancement of council's Complaint Management Framework ▪ performance measures for RTI/IP ▪ a Risk Maturity Roadmap – 5-year plan ▪ a Fraud and Corruption Awareness Training Program ▪ a tailored Complaints Reporting Framework ▪ a Governance Toolkit for Managers ▪ a suite of governance process maps. 	
<p>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.</p>	<p>Five years' retrospective financial and procurement information has been published to the Hub from 1 July 2020. In line with council's Open Data Policy, financial and procurement information has been pushed through the Hub to the community in each month of the quarter, now including data on procurement of local business. In late July 2020 council approved a further revision to the Procurement Policy to publish contracts awarded over \$10,000 on the Hub to increase openness and transparency.</p> <p>A plan has been developed for pushing further data and information to the Hub including a forward procurement schedule and detail on the capital expenditure program. Current councillor remuneration and expenses are also published on the Hub on a monthly basis. The collation of information for the publication of additional stories is being supported across all departments within council.</p>	
<p>STRATEGY 4: Maintain a financially sustainable and resilient approach to budgeting.</p>		
<p>KEY ACTION: Aim to operate council's finances with a modest surplus. (9.6/4.1)</p> <p>OUTCOME: Ensure sound budgeting principles consistent with long-term financial targets.</p>		
<p>Finalise the business case for the technology platform for the future to drive better value for money and support more integrated business service delivery.</p>	<p>The Preliminary Business Case for the iVolve project was endorsed by the ICT Steering Committee and formally approved by council on 29 April 2021. Approval of the Preliminary Business Case signifies the completion of Stage 2 of the project and the commencement of Stage 3 which will see a Final Business Case delivered. Stage 3 will be conducted in conjunction with a Business Partner to drive better value for money and support more integrated business service delivery. Stage 3 is included in the 2021-2022 Annual Plan. The project is a catalyst project within council's new Corporate Plan – iFuture.</p>	
<p>Develop an Electric Vehicle Transition Plan for council Fleet.</p>	<p>Everergi have been engaged to undertake the Low Emission Vehicle Plan. Work will commence on the project in 2021-2022.</p>	
<p>Finalise implementation of the new centralised category management procurement model including a new contract management framework.</p>	<p>This deliverable was completed in Quarter 2 with the centralisation of procurement finalised in August 2020 and the implementation of the Contract Management Framework delivered in December 2020.</p>	
<p>Continue to monitor, manage and report on council's financial position, including long term financial sustainability, as potentially impacted by the economic uncertainty created by COVID-19.</p>	<p>The Finance Branch continues to deliver against this objective through:</p> <ul style="list-style-type: none"> ▪ regular timely reporting and performance meetings with all departments ▪ regular monthly reporting to Executive Leadership Team and council that highlights and discusses any impacts of COVID-19 on council's financial position including reference to budget assumptions ▪ continued support to ratepayers impacted by COVID-19 through supporting them in setting up payment schedules, etc. in accordance with council decisions ▪ planning for the transition back to a business as usual approach for recovery actions from 1 October 2021 being the anticipated end of the COVID-19 recovery period ▪ continued monitoring of the number and categories of ratepayers impacted by COVID-19 and movements in our rates outstanding balances to manage council's financial risks in relation to rates payments ▪ analysis of continuing COVID-19 impacts and potential influences for the 2021-2022 Annual Budget. 	



NOT YET COMMENCED



AT RISK



ON TARGET




NOT PROCEEDING



CONTINUING IN 2021-2022



COMPLETE

DELIVERABLE 2020–2021	PERFORMANCE	STATUS
<p>KEY ACTION: Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for assets only'. (9.6/4.2)</p>	<p>OUTCOME: Effectively manage revenue sources relative to debt and service levels.</p>	
<p>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>	<p>Delivery of the Asset Management project is progressing well as per the project management plan, and work is continuing into the 2021–2022 financial year. This year has seen the following actions completed:</p> <ul style="list-style-type: none"> ▪ a documented comprehensive end-to-end process view of the current asset management systems and services within council using Promapp ▪ a documented comprehensive end-to-end process for internally constructed and developer contributed assets (current and proposed) for Queensland Audit Office compliance ▪ the implementation of the As Designed As Constructed (ADAC) framework for asset capture which includes a planning scheme update and an upgrade to 12D Synergy which will go live on 1 July 2021 ▪ documented high level functional requirements for Asset Management System ▪ the project specification for the asset management maturity assessment and gap analysis project, the tender has closed and project award is expected to be early August ▪ established working groups and asset owners for each strategic asset class to support the Effective Asset Management (EAM) Project ▪ a review of the impacts and dependencies with the iVolve project, a key strategic ICT initiative for the organisation. 	
<p>STRATEGY 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.</p>		
<p>No key actions identified for delivery 2020–2021.</p>		
<p>STRATEGY 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.</p>		
<p>No key actions identified for delivery 2020–2021.</p>		

GOVERNANCE ELECTED REPRESENTATIVES



COUNCILLOR CONDUCT DISCLOSURES

Section 186 of the *Local Government Regulation 2012* states that a local government must include particulars of complaints associated with councillor conduct as detailed below:

REQUIREMENT	REFERENCE	
In relation to councillors, the annual report must contain:		
<ul style="list-style-type: none"> ▪ the total number of the following during the financial year <ul style="list-style-type: none"> – orders made under section 150(2) of the LGA – orders made under section 150AH(1) of the LGA – decisions, orders and recommendations made under section 150AR(1) of the LGA ▪ each of the following during the financial year <ul style="list-style-type: none"> – the name of each councillor for whom a decision, order or recommendation under section 150(1)(2), 150AH(1) or 150 AR(1) of the LGA was made – a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; – a summary of the decision, order or recommendation made for each councillor; 	LGR s186	0 1 0 Table Below Table Below Table Below
For councillors, the annual report must also contain the number of each of the following during the financial year		
<ul style="list-style-type: none"> ▪ complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government ▪ matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission ▪ notices given under section 150R(2) of the LGA ▪ notices given under section 150S(2)(a) of the LGA ▪ decisions made under section 150W(1)(a), (b) and (e) of the LGA ▪ referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the LGA ▪ occasions information was given under section 150AF(4)(a) of the LGA ▪ occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected inappropriate conduct of a councillor ▪ applications heard by the conduct tribunal <ul style="list-style-type: none"> a. under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct 	LGR s186 (1) (f)(i)-(iv) LGR s186 (1) (f)(v) LGR s186 (1) (f)(vi)-(vii) LGR s186(1) (f)(ix)	8 0 0 0 17 2 0 1 0

COUNCILLOR NAME	SUMMARY OF COMPLAINT	DECISION SUMMARY
Paul Tully	It is alleged that Councillor Tully breached section 150K(1)(a) of the <i>Local Government Act 2009</i> in that his conduct when he posted on his Paul Tully Facebook Page on 17 April 2020 involved a breach of the behavioural standards of the Code of Conduct for Councillors in Queensland namely Behavioural Standard 2 – Treat people in a reasonable, just, respectful and non-discriminatory way and Value 3 in representing and meaningfully engaging with the community, Councillors will show respect to all persons.	That Councillor Paul Tully did engage in inappropriate conduct as set by the Code of Conduct for Queensland Councillors. An Order was made that the Councillor be reprimanded for the conduct.

COUNCILLOR EXPENSES

Section 186 of the *Local Government Regulation 2012* states that a local government's annual report must include the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy.

During the 2020–2021 financial year, councillors were provided with facilities and equipment, and reimbursed for costs incurred for legitimate business expenses as well as the costs of representing the city in their elected role.

Any equipment, facilities or reimbursements were provided in accordance with the [Councillor Expenses Reimbursement and Administrative Support Policy](#).

COUNCILLOR	EXPENSES AND REIMBURSEMENTS	TRANSPORTATION ALLOWANCE	TOTAL (\$)
Teresa Harding	\$13,281.15	\$22,500	\$35,781.15
Sheila Ireland	\$3,939.97	\$19,500	\$23,439.97
Jacob Madsen	\$2,218.82	\$19,500	\$21,718.82
Nicole Jonic	\$4,410.63	\$19,500	\$23,910.63
Paul Tully	\$5,716.65	\$19,500	\$25,216.65
Marnie Doyle	\$6,427.39	\$19,500	\$25,927.39
Andrew Fechner	\$4,208.05	\$16,071	\$20,279.05
Kate Kunzelmann	\$2,714.11	\$19,500	\$22,214.11
Russell Milligan	\$3,854.47	\$19,500	\$23,354.47

Additional costs of \$115,283.98 that are not directly attributed to an individual were also incurred during this period. These additional costs included items such as council internal charging for room hire to ensure COVID-19 safe meetings, and bus hire.

Council considers that some facilities are necessary for councillors to undertake their role as a local government councillor. Those provided by council include:

- office accommodation at 1 Nicolas Street
- access to other council owned facilities for meetings
- administrative support
- reasonable call and data costs associated with council smart phones.

VIEW: [Councillor Expenses Reimbursement and Administrative Support Policy](#)

Transactional details of councillor expenses can be viewed on the [Transparency and Integrity Hub](#).

COUNCILLOR REMUNERATION

Ipswich City Council, having consideration for the current financial challenges being experienced both by council and our communities as a result of recent significant events such as the COVID-19 pandemic, resolved that in accordance with section 247 of the *Local Government Regulation 2012*, council forego the proposed wage increase for the Mayor, Deputy Mayor and Councillors awarded to all Level 6 Councillors for 2020–2021, as approved by the Local Government Remuneration Commission.

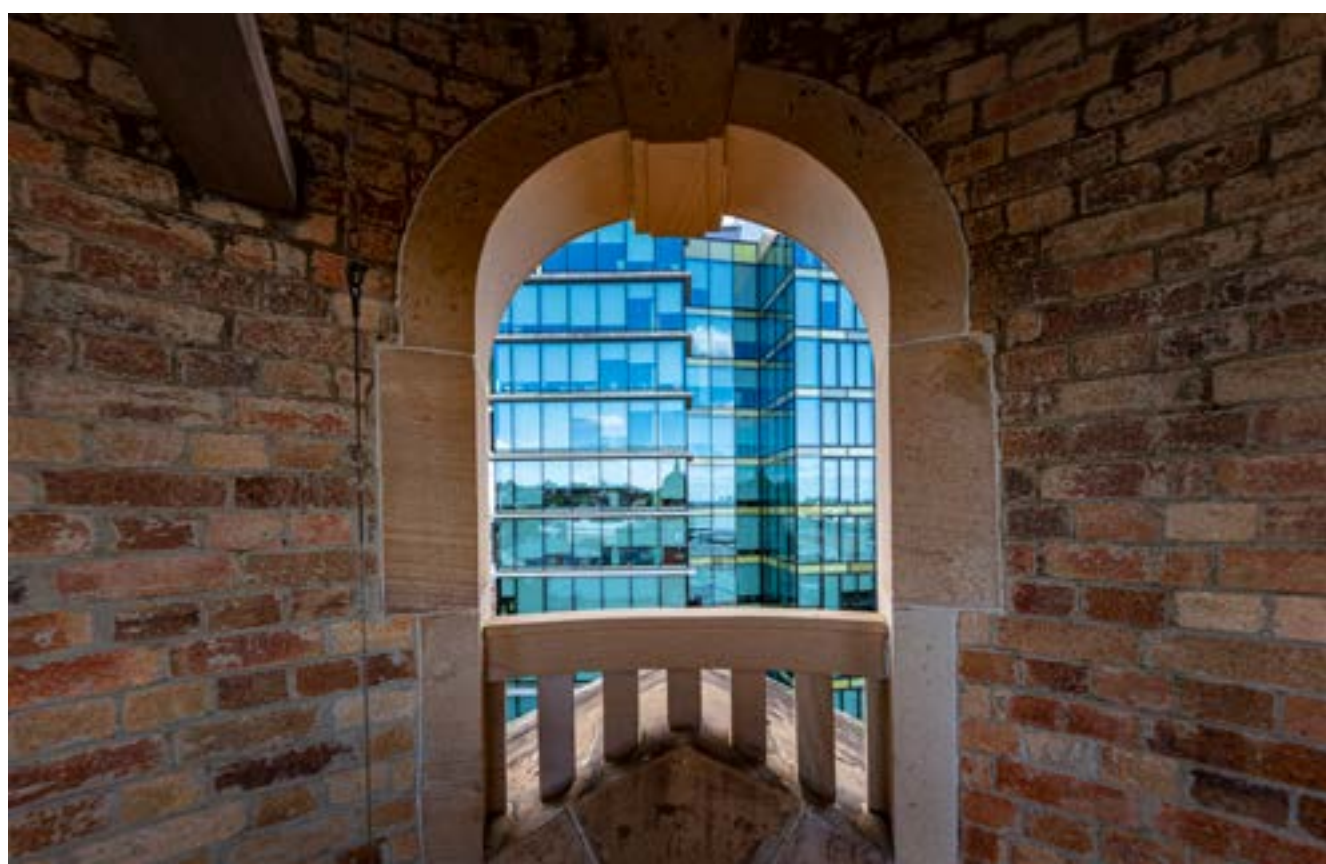
The council resolved to maintain the remuneration to be paid to the Mayor, Deputy Mayor and Councillors be maintained for 2020–2021 as the 2019–2020 financial year rate.

Council's superannuation contribution on behalf of all councillors was a mixture of 9.50 per cent and 12 per cent of their remuneration.

In accordance with section 186 of the *Local Government Regulation 2012*, the following table details the total remuneration including superannuation contributions, paid to each councillor during the 2020–2021 financial year:

COUNCILLOR	DIVISION	PERIOD	REMUNERATION	SUPERANNUATION CONTRIBUTION	TOTAL REMUNERATION
Teresa Harding	Mayor	2020–2021	\$ 204,036.04	\$ 20,462.51	\$ 224,498.55
Sheila Ireland	Division 1	2020–2021	\$ 122,421.00	\$ 14,690.52	\$ 137,111.52
Jacob Madsen	Division 1	2020–2021	\$ 122,421.00	\$ 12,277.26	\$ 134,698.26
Nicole Jonic	Division 2 / Deputy Mayor*	2020–2021	\$ 125,120.71	\$ 15,014.48	\$ 140,135.19
Paul Tully	Division 2	2020–2021	\$ 122,421.00	\$ 14,690.52	\$ 137,111.52
Marnie Doyle	Division 3 / Deputy Mayor*	2020–2021	\$ 136,045.13	\$ 16,325.40	\$ 152,370.53
Andrew Fechner	Division 3	2020–2021	\$ 122,421.00	\$ 12,277.26	\$ 134,698.26
Kate Kunzelmann	Division 4	2020–2021	\$ 122,421.00	\$ 14,690.52	\$ 137,111.52
Russell Milligan	Division 4	2020–2021	\$ 122,421.00	\$ 14,690.52	\$ 137,111.52

*Council resolved to appoint Cr Nicole Jonic as Deputy Mayor at the Council Ordinary Meeting held 29 April 2021.



COMMITTEE STRUCTURE AND MEMBERSHIP

GENERAL PURPOSES COMMITTEE

(last committee held on 21 July 2020)

MEMBERSHIP	All Councillors Councillor Andrew Fechner (Chairperson 21 July 2020)
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GROWTH INFRASTRUCTURE AND WASTE COMMITTEE

(established at Council Ordinary Meeting of 28 July 2020 with delegated power to make decision on behalf of council in relation to the responsibilities of the committee)

MEMBERSHIP	All Councillors Councillor Teresa Harding (Mayor and Chairperson) Councillor Paul Tully (Deputy Chairperson)
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GOVERNANCE AND TRANSPARENCY COMMITTEE

(established at Council Ordinary Meeting of 28 July 2020)

MEMBERSHIP	Councillor Jacob Madsen (Chairperson) Councillor Russell Milligan (Deputy Chairperson) Councillor Teresa Harding (Mayor) Councillor Nicole Jonic (Deputy Mayor) Councillor Marnie Doyle Councillor Kate Kunzelmann
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COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE

(established at Council Ordinary Meeting of 28 July 2020)

MEMBERSHIP	Councillor Andrew Fechner (Chairperson) Councillor Kate Kunzelmann (Deputy Chairperson) Councillor Teresa Harding (Mayor) Councillor Nicole Jonic (Deputy Mayor) Councillor Jacob Madsen <i>(appointed as a member at 27 August 2020 Council Meeting)</i>
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ECONOMIC AND INDUSTRY DEVELOPMENT COMMITTEE

(established at Council Ordinary Meeting of 28 July 2020)

MEMBERSHIP	Councillor Nicole Jonic (Deputy Mayor and Chairperson) Councillor Jacob Madsen (Deputy Chairperson) Councillor Teresa Harding (Mayor) Councillor Andrew Fechner Councillor Kate Kunzelmann
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ENVIRONMENT AND SUSTAINABILITY COMMITTEE

(established at Council Ordinary Meeting of 28 July 2020)

MEMBERSHIP	Councillor Russell Milligan (Chairperson) Councillor Andrew Fechner (Deputy Chairperson) Councillor Teresa Harding (Mayor) Councillor Jacob Madsen Councillor Kate Kunzelmann <i>(appointed as a member at 27 August Council meeting)</i>
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IPSWICH CENTRAL REDEVELOPMENT COMMITTEE

(re-established at Council Ordinary Meeting of 28 July 2020)

MEMBERSHIP	Councillor Marnie Doyle (Chairperson) Councillor Nicole Jonic (Deputy Mayor and Chairperson) Councillor Teresa Harding (Mayor) Councillor Kate Kunzelmann Councillor Russell Milligan
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COUNCILLOR MEETING ATTENDANCE

Section 186 of the *Local Government Regulation 2012* requires a local government's annual report contain details on the number of local government meetings that each councillor attended during the financial year.

All councillors are required to attend Ordinary and Special meetings. Councillors are not required to attend committees they are not a member of.

COMMITTEE ACRONYM AND NAME	
GPC	General Purpose Committee
ICRC	Ipswich Central Redevelopment Committee
ARMC	Audit and Risk Management Committee*
CCASC	Community, Culture, Arts and Sport Committee*
EIDC	Economic and Industry Development Committee
ESC	Environment and Sustainability Committee*
GTC	Governance and Transparency Committee
GIWC	Growth Infrastructure and Waste Committee
COM	Council Ordinary Meeting
SCM	Special Council Meeting

■ Indicates Committee membership

COMMITTEE AND COUNCIL MEETINGS 2020-2021											
Committee Membership July 2020 to June 2021	GPC	ICRC	ARMC	CCASC	EIDC	ESC	GTC	GIWC	COM	SCM	TOTAL
Number of Meetings	1	11	6	10	10	10	10	10	12	3	83
Mayor Harding	1	11		10	10	10	10	10	12	3	77
Cr Ireland	1			1			1	10	12	3	28
Cr Madsen	1			9	10	10	10	10	11	3	64
Cr Jonic	1	11	1	10	10		10	10	12	3	68
Cr Tully	1							10	12	3	26
Cr Doyle	1	11	5	4	2	5	10	10	11	3	62
Cr Fechner	1			10	10	10	2	10	12	3	58
Cr Kunzelmann	1	10	4	9	9	9	9	9	11	3	74
Cr Milligan	1	11		2		10	10	10	12	3	59

*Cr Madsen was appointed to Community, Culture, Arts and Sport Committee at Council Ordinary Meeting on 27 August 2020

*Cr Kunzelmann was appointed to Environment and Sustainability Committee at Council Ordinary Meeting on 27 August 2020

*Cr Kunzelmann was appointed to replace Cr Jonic on the Audit and Risk Management Committee at Council Ordinary Meeting on 27 August 2020

*Cr Kunzelmann represented council at the Queensland Local Government Disaster Management Conference on 10 June 2021

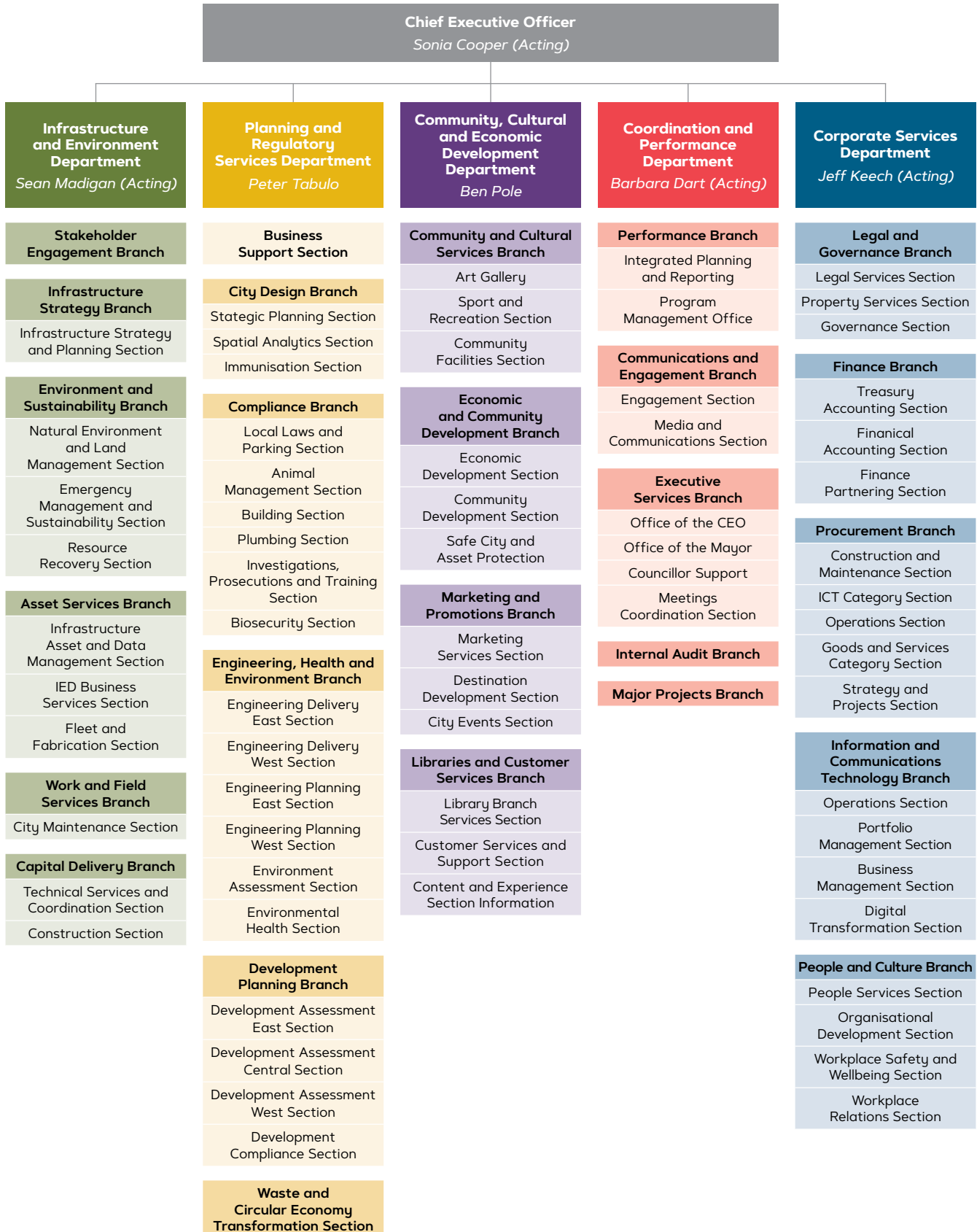
GOVERNANCE ORGANISATIONAL



OUR STRUCTURE

Council's Executive Leadership Team (ELT) is made up of the Chief Executive Officer (CEO) and five General Managers. The ELT is responsible for overseeing the performance of the organisation and for delivery of the outcomes expected by council (as expressed in Advance Ipswich, the Corporate Plan 2017–2022 and Operational Plan). The ELT meets weekly and on other occasions as required.

Structure as at 30 June 2021



OUR WORKFORCE

Council employs more than 1,200 dedicated administrative, technical, operational, and professional employees delivering a diverse range of services on behalf of the City of Ipswich.

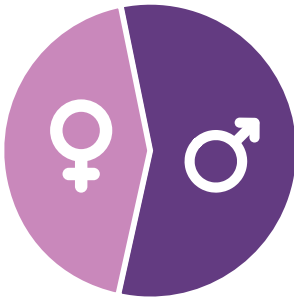
The following is a summary of the council workforce as at 30 June 2021.

TOTAL NUMBER OF EMPLOYEES
1,290

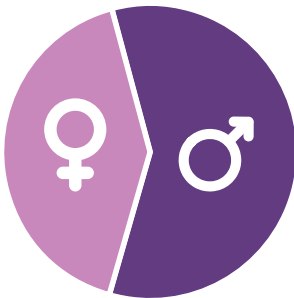


STAFF GENDER COMPARISON

Female **43.57%** Male **56.43%**



Women in Senior Leadership **41.46%**

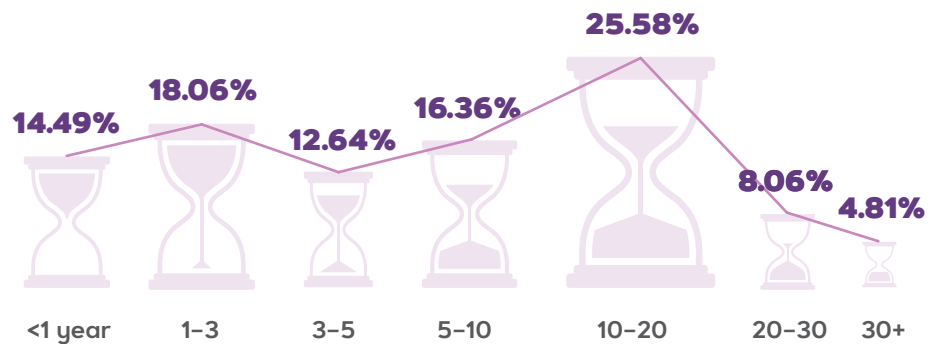


STAFF AGE PROFILES

15-24 **5.35%**
25-34 **17.52%**
35-44 **27.21%**
45-54 **27.75%**
55-64 **19.46%**
65+ **2.71%**



YEARS OF SERVICE



EMPLOYEE TYPES

Casual **8.84%**
Fixed Term **4.34%**
Permanent **85.5%**
Other **1.32%**



9.92%

employee-initiated separation rate 2020-2021 (incl. age retirements)

People and culture

The People and Culture Strategic Plan 2019–2021 (Plan) continued to deliver initiatives and programs aimed at supporting council in the achievement of effective people management and developing a People and Culture service that supports, engages, leads, and skills our workforce.

In 2020–2021 the following initiatives were delivered to support our organisational priorities of developing a capable and responsive workforce, driving the effective management of change, fostering an environment where people feel valued and supported and assisting our people to stay healthy, safe, and protected from harm.

- Development and delivery of an Inspiring Leaders Program aimed at building leaders who can inspire people to act, be accountable, build relationships, deliver outcomes, manage performance and continuously improve.
- Facilitation of Team Effectiveness programs designed to support teams to work more cohesively, clarify purpose, and prioritise focus.
- Actively sought feedback from employees through five pulse surveys and responded to key areas of improvement based on employee sentiment.
- Development of leader-led change management resources providing a framework for leading the people side of change successfully.
- The Recruitment Strategic Plan was developed to support council in attracting and recruiting high quality candidates who will strengthen council's capability to achieve the strategic and organisational goals.
- A focus on a safety-first culture with the continued implementation of the Safety and Wellbeing Strategic Plan to build safety awareness, capability, and accountability.
- Development of the council Capability Framework that outlines the capabilities and behaviours for success, setting the foundations for capability and leadership development programs, and improving organisational effectiveness.
- Council introduced the People and Culture Business Partner model to all departments. The Business Partners focused on organisational improvement and change across branches and managed workplace relations reform in consultation with ELT, employees and unions.

Diversity and inclusion

Council is committed to building an inclusive workplace which attracts and values people from various backgrounds and abilities.

AS AT 30 JUNE 2021, COUNCIL EMPLOYED THE FOLLOWING DIVERSITY GROUP PROFILE:

Aboriginal and/or Torres Strait Islanders **5.74%**

People with Disability **1.03%**

People born outside of Australia **11.02%**

Gender **43.57% (F)
56.43% (M)**

Women in Senior Leadership **41.46%**

Council's commitment to a safe and healthy workplace

Council has implemented the Safety Competency Framework which identifies behaviours critical to building a safety culture. The framework is contained within a set of 19 standards and provides a system for managing health and safety risks and opportunities. Accreditation to the AS/NZS ISO standard for Occupational Health and Safety Management systems is currently underway. The aim and intended outcomes of the framework are to prevent work related injuries and ill health to workers, and to provide safe and healthy workplaces.

Council continues to maintain a strong focus on mental health and wellbeing and has 117 trained and accredited Mental Health First Aid Officers who are able to provide support for team members who may be experiencing a mental health crisis or developing a mental illness. Additionally, training was provided for people leaders – Mental Health First Aid Awareness for Managers – with a focus on creating mentally well workplaces.

SENIOR MANAGEMENT REMUNERATION

Section 201 of the Local Government Act 2009 requires that a local government's annual report state the total remuneration packages payable to the senior management of the local government and the number of employees in senior management who are being paid in each band of remuneration.

The exact total remuneration package for the Acting Chief Executive Officer is provided for information which is above the minimum legislative requirement for annual reporting. Total remuneration package includes base salary, superannuation, annual leave loading and vehicle allowance.

Council's Executive Leadership Team (ELT), which consists of the Chief Executive Officer and five departmental General Managers, provide oversight of the strategic, tactical, and operational planning and

activities of the local government. The ELT members are engaged on fixed term contracts. An Acting Chief Executive Officer was engaged from 12 April 2021.

As at 30 June 2021, the following senior management contract packages were paid:

- five senior contract employees with a total remuneration package in the range of \$250,000–\$350,000
- one Acting Chief Executive Officer with a total remuneration package of \$450,000.

The total of the remuneration packages payable to council's senior management as at 30 June 2021 equated to \$2,537,532.

OVERSEAS TRAVEL

Section 188 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on overseas travel by councillors or local government employees in the financial year including their name, position held, and details of the destination, purpose and cost.

During the 2020–2021 financial year there was no overseas travel taken by councillors or local government employees.

ADMINISTRATIVE ACTION COMPLAINTS

Section 268 of the *Local Government Act 2009* states an Administrative Action Complaint is a complaint that –

- (a) is about an administrative action of a local government, including the following, for example:
 - a decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision
 - an act, or a failure to do an act
 - the formulation of a proposal or intention
 - the making of a recommendation
 - is made by an affected person.

Council's complaints management process

Council is committed to recognising the importance and value of listening and responding to complaints from its customers and staff and acknowledges that it should be open and accountable for the decisions it makes.

Under its obligations of the Act, council recognises the need for an open and responsive Complaints Management System (CMS). A CMS provides the council with an enhanced ability to resolve complaints, identify trends and eliminate causes for complaints, as well as providing complainants with a simple and effective process, which in turn will improve customer satisfaction.

To ensure that administrative action complaints are dealt with in a confidential, efficient, effective, fair, transparent, and economical manner, council's CMS has:

- a Complaints Management Framework (framework) and Policy publicly available on council's website
- a Complaints Management Procedure (available internally) which guides complaint handling staff to effectively manage complaint matters
- an Integrity and Complaints Team with a specialised Complaints Management Unit (CMU), is the centralised intake point of complaint matters

- complaints managed by complaints handling specialists in the CMU and reviewed by the Integrity and Complaints Manager where necessary
- competent staff trained in 'complaints and conflict management' and 'dealing with difficult people'.

Information on the CMS and how to lodge a complaint are publicly available on council's website or by contacting the CMU directly.

Council seeks to be known as 'complaints friendly' and ensures that the public, customers, clients, and staff can readily find out:

- where to complain
- how to complain
- what information is required
- what assistance is required
- how complaints will be managed
- where policies and procedures are located.

Council recognises the importance of providing satisfactory resolutions to complaints, so complainants are afforded three internal reviews by council before being advised to escalate to the relevant external authority.

Reporting on complaints data is a valuable tool in learning from customer feedback to drive improvements in service delivery. To assist with accurate reporting, the CMU categorise complaints in the following ways:

- **GC** – General Complaint which represents a Stage 1 review by the CMU. This is an administrative action complaint categorised this way for reporting purposes.
- **AA** – Administrative Action Complaint which represents a Stage 2 review by the CMU.
- **IR** – Internal Review which represents a Stage 3 review by the Integrity and Complaints Manager.
- **SC** – Staff Complaint, which represents a Staff Behaviour Complaint.
- **OMB** – Which represents the Queensland Ombudsman's Office reviewing a matter that has been closed by the council after exhausting all review stages.

While council acknowledges its reporting obligations under section 187 of the *Local Government Regulation 2012* it seeks to be transparent in providing data on all matters received and processed.

The following table depicts figures on all feedback matters received during 2020–2021 period:

CUSTOMER FEEDBACK RECEIVED 2020–2021	TOTAL
Number of all Feedback matters received	465
Administrative Action Complaints received	386
Number of Privacy Complaints Received and Resolved	2
Number of Compliments Received and Acknowledged	50
Number of Enquiries Received and Resolved	21
Number of Suggestions Received and Acknowledged	6

The following table depicts figures on administrative action complaint matters received during 2020–2021 period:

ADMINISTRATIVE ACTION COMPLAINTS RECEIVED 2020–2021	TOTAL
Number of Administrative Action Complaints resolved at Stage 1	379
Number of Administrative Action Complaints escalated to and resolved at Stage 2	5
Number of Administrative Action Complaints escalated to and resolved at Stage 3	2
Number of Unresolved Administrative Action Complaints carried over from 2019–2020 and resolved in 2020–2021 (all at Stage 1)	16

With only seven administrative action complaint matters requiring a further internal review (1.85% of all matters), council has successfully demonstrated its commitment to ensuring best practice in effective complaints management. This is further evidenced as only two matters required escalation to the Queensland Ombudsman's Office during the reporting period. Additionally, on both matters reviewed the Queensland Ombudsman's Office supported the decision handed down by council.

The resolution and review rate indicate council's commitment to effectively dealing with not just administrative action complaints, but all feedback received and speaks to the efficacy of council's CMS.

All complaint management documents are subject to regular review by the Governance Section to ensure legislative compliance and that council's business processes provide for a satisfactory resolution outcome.

Penalty Infringement Notice reviews

The CMU also processes requested reviews on council-issued penalty infringement notices (PINs). These reviews are not a legislative requirement, rather are a considered service, and are subject to one internal review by the CMU. If the customer remains dissatisfied with that review decision, they can avail themselves of a hearing in the Magistrates Court.

PIN INFORMATION	JUL-SEPT 20	OCT-DEC 2020	JAN-MAR 2021	APR-JUN 2021
PINs reviewed	160	151	129	179

Right to Information and Information Privacy applications

The Integrity and Complaints Team also processes Right to Information (RTI) and Information Privacy Applications. All RTI applications were processed under legislative requirements, council policy, and procedures.

- **Section 8(d) RTI Regulation** – No. of pages included in a disclosure log under section 78 of the RTI Act total number of pages – 756 pages
- **Section 8(j) RTI Regulation** – Amount of fees and charges received under the RTI Act – \$1,135.60

The below table provides details of the management of all RTI and IP Applications for the period.

NUMBER OF APPLICATIONS RECEIVED	RECEIVED	NO. WITHDRAWN	FINALISED 30 JUNE 2021
Access under the RTI Act	26	0	20
Access under the IP Act	10	0	11

PARTICULAR RESOLUTIONS

Section 185 of the *Local Government Regulation 2012* requires that local government's annual report include:

- a copy of the resolutions made during the financial year under s250(1) of the LGR (adoption of an expenses)
 - no resolutions were made under section 250(1) of the *Local Government Regulation 2012* however, the following resolution was made on Thursday 26 November 2020 under section 250(2) of the *Local Government Regulation 2012*.
- A. That the revised policy titled 'Councillor Expenses Reimbursement and Administrative Support Policy' as detailed in Attachment 1 be adopted with the exception of Item 12 which is to be reconsidered at the December Ordinary Meeting.
 - a list of any resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical)
 - no resolutions were made under section 206(2) of the *Local Government Regulation 2012*.

COMMUNITY ENGAGEMENT

Council is committed to meaningful engagement on issues affecting the city and community, and on local issues that significantly impact the community. Community engagement is the foundation of sustainable decision-making and is mutually beneficial to the community and council.

Shape Your Ipswich

Council continues to host conversations with the community through its online digital platform, [Shape Your Ipswich](#). The platform showcases council's key community engagement initiatives and provides the community with an opportunity to have their say and follow the progress and outcomes of their contributions to decision-making. The platform has continued to play an important central role in council's community engagement strategy throughout the COVID-19 pandemic.

As of 30 June 2021, Shape Your Ipswich had 2,994 registered members who have access to 59 projects (22 open, 22 active, 15 closed). These projects have had more than 3,114 contributions with 53,561 unique visitors to the site and 111,324 views. We continue to close-the-loop via Shape Your Ipswich by reporting back what we heard from the community.

Registration on that platform includes providing some personal and demographic information. This allows council to understand if the conversation is broadly representative of the Ipswich community, and to therefore target our engagement with under-represented groups. This approach enables a broader range of voices to be heard and strengthens the quality of decision-making. Membership details are private and are held within a strict privacy protocol. [Council's privacy statement](#) is available to view on the site.

Join the conversation today by registering at [Shapeouripswich.com.au](https://shapeouripswich.com.au)

Community Reference Groups

One of the ways council engages with the community is through its five [Community Reference Groups](#), which are:

- Economic Development Community Reference Group
- Resilient Communities Community Reference Group
- Growth Management Community Reference Group
- Environment Community Reference Group
- Transparent Governance Community Reference Group.

Council's Community Reference Groups aim to:

- provide a deliberative forum for members to discuss issues of community interest
- draw on local knowledge and enhance community voice in decision-making processes and outcomes
- build community understanding of council core business functions and specific projects and activities.

The Terms of Reference and Guidelines for each group are available on council's [website](#).

IN THE SPOTLIGHT

iFUTURE – council's new Corporate Plan and 20-year community vision – marked a new direction for community engagement in the city. iFuture is built on what the community told council matters to them. It reflects how people want Ipswich to look and feel like by the year 2041. The project brought together the diverse voices of over 2,000 people between August 2020 and February 2021. At least 18,000 people were informed of the project and had a direct opportunity to take part. The program used a mix of different engagement strategies including future visioning workshops, open dialogue, artistic expression, yarning circles with First Nations People, partnering with community 'champions' through study circles and attending community meetings. Participants were broadly representative of key demographics include age, gender, cultural background, and suburb of residence.

You can read about iFuture's journey at [Shape Your Ipswich](#).



HUMAN RIGHTS ACT 2019

While not mandatory, council considers it best practice to report details of how it has complied with the *Human Rights Act 2019* (HRA) in the same manner as public entities that are required to prepare an annual report under the *Financial Accountability Act 2009*. The objects of the HRA are:

- (a) to protect and promote human rights
- (b) to help build a culture in the Queensland public sector that respects and promotes human rights
- (c) to help promote a dialogue about the nature, meaning, and scope of human rights.

Re (a) – Protecting and promoting human rights

Council undertook the following actions during the 2020–2021 financial year to protect and promote human rights:

- maintained and strengthened the internal human rights working group established in the 2019–2020 financial year which is charged with aligning the council's processes, procedures, and decision-making with the objects and requirements of the HRA
- rolled out specialised staff and councillor training in respect of conducting reviews of council policies, procedures, and decisions for compatibility with human rights
- included the consideration of human rights in its review of council's procurement and contracting documentation
- commenced formulating a program of external communications focused on human rights at council for inclusion in council's new quarterly newsletter.

Re (b) – Building a culture that respects and promotes human rights

Council undertook the following actions during the 2020–2021 financial year to build a culture that respects and promotes human rights:

- celebrated Queensland Human Rights month and promoted human rights by publishing and displaying communications and materials (including all staff intranet articles, posters, and email banners) about the importance of human rights and the council's role to play in protecting and upholding them
- provided staff and councillors with ongoing and specialised human rights training
- maintained and updated an intranet page for staff with information and resources regarding human rights

- carried out consultation with staff regarding the inclusion of human rights as a measure in internal reporting and used that consultation to inform and implement improvements to how human rights reporting occurs.

Re (c) – Promoting a dialogue about the nature, meaning, and scope of human rights

Council undertook the following actions during the 2020–2021 financial year to promote a dialogue about the nature, meaning, and scope of human rights:

- maintained a human rights webpage on Ipswich Online
- maintained a human rights intranet page as a staff resource
- published internal communications promoting human rights to celebrate Queensland Human Rights Week.

Details of any human rights complaints received by the entity including the number and outcome of those complaints:

No human rights complaints were received by the council during the 2020–2021 financial year.

Details of any reviews of policies, programs, procedures, practices, or services undertaken in relation to their compatibility with human rights:

The following reviews were commenced/ongoing during the 2020–2021 financial year:

- review of policies/procedures/administrative directives for compatibility with human rights
- review of local laws for compatibility with human rights
- review of documents and templates to include appropriate human rights references
- review of internal reporting mechanisms concerning actions and decisions impacting human rights.

Council has not received any notified complaints regarding the Human Rights Act since it was implemented. Council is actively discussing human rights as part of the implementation and delivery of our procedures, directives, and projects of work.

To support and educate our staff online and in-person workshop human rights training, concerning the review and assessment of policy and actions/decisions for compatibility with human rights, has been delivered to councillors, executives, Human Rights Champions, and staff who have responsibility for taking actions, making decisions, and internal reporting.

PUBLIC SECTOR ETHICS DISCLOSURES

Pursuant to the provisions of the *Public Sector Ethics Act 1994* which are applicable to local governments, the council is required to have developed and implemented a code of conduct based on the following four ethics principles and values:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

Council's adopted code of conduct outlines the expected behavioural standards required of its employees, regardless of their employment status. During the reporting period, council provided training

and education to all employees on its expectations regarding conduct through inductions of new staff members and re-inductions of existing staff. During the reporting period managers and supervisors were trained in Managing Organisational Risk which incorporated training in Good Decision Making and Public Interest Disclosures. Council supports its ongoing procedures and practices to ensure employees abide by and embrace the principles of the legislation. Council's code of conduct is provided to staff on its intranet website.

Additionally, a Good Governance Guide based on the four pillars of the *Public Sector Ethics Act 1994*, was endorsed during the reporting period which applies to all employees and councillors.

LOCAL GOVERNMENT COOPERATION

Section 190 of the *Local Government Regulation 2012* requires that local government's annual report include details of any action taken for, and expenditure on, a service, facility, or activity:

- supplied by another local government under an agreement for conducting a joint government activity

- for which the local government levied special rates or charges for the financial year.

During the 2020–2021 financial year, no such arrangements or related activities were undertaken.

REGISTERS AND RECORDS

Section 190 of the *Local Government Regulation 2012* states a local government's annual report must contain a list of registers kept by the local government. To allow people to inspect decisions and disclosures made by council and councillors, the following registers and records are available on council's webpage. The following list of registers and records are available:

Registers

- Aboriginal and Torres Strait Islander Peoples Accord
- Accepted enforceable undertakings
- Annual Report
- Any notice given by or to the local government about withdrawing a show cause notice or enforcement notice
- Approved Animal Inspection Program
- Authorised Persons

- Budget
- Burials
- Clean up notices
- Corporate Plan
- Cost Recovery Notices
- Councillor Code of Conduct
- Delegations
- Development Application Documentation
- Direction Notices
- Documents required to be given under
 - A condition of an environmental authority
 - A transitional environmental program or a condition of a transitional program
 - Condition of a temporary emissions licence
- Dogs Registry

- Employee Code of Conduct
- Environmental Protection Orders
- Floodplain Management Strategy
- For Chapter 5 (Environmental Authorities and Environmentally Relevant Activities):
 - Environmental Authorities; Surrendered Environmental Authorities
 - Suspended or cancelled Environmental Authorities
 - Submitted Plans of Operations
 - Annual returns required under section 308 (3)(a) and any evaluation required under section 309
 - Application documents for an application for environmental authority, including information requests and responses to information requests
- For Chapter 7, part 2 (Environmental Management: Environmental Evaluations) Environmental evaluations and environmental reports
- ICT Strategy
- iGO City of Ipswich Transport Plan
- Indigenous Culture Signage Manual
- Installed On-Site Sewerage and Greywater Use Facilities
- Integrated Water Strategy
- Ipswich Planning Scheme
- Ipswich Regional Centre Strategy Streetscape Materials Specification
- Ipswich Streetscape Design Guide
- ITS Strategy
- Local and Subordinate Laws
- Master Plan Applications
- Minutes of Council Meetings
- Monitoring programs carried out under Environment Protection Act. R a development condition of a development approval and the results of any monitoring programs
- Natural Areas Signage Manual
- Nature Conservation Strategy
- Open Space and Recreation Strategy
- Open Space Strategic Masterplan
- Parks Signage Manual
- Pest Control and Entry Notices
- Pest Management Plan
- Planning and Development ePlanning Strategy
- Public Transport Advocacy and Action Plan
- Register of Fees and Charges/Register of Cost Recovery Fees
- Register of Vegetation Protection Orders
- Registered or Impounded Animals
- Registers of interest
- Registers of Interest Senior Contract Officers
- Regulatory Fees
- Resource Recovery Strategy 2021–2031
- Show Cause Notice and Enforcement Notice issued under the Planning Act or Building Act by an enforcement authority or private certifier
- Sport and Recreation Strategy
- Sustainability Strategy
- Transitional Environmental Programs (TEPs)
- Temporary Emissions
- Waterway Health Strategy

Records

- Unsuitable meeting conduct orders
- Taking of declaration of office
- Declaration of material personal interest
- Declaration of conflict of interest
- Land
- Financial management risks and control measures.

More information

For more information about accessing documents in the registers or records contact council on (07) 3810 6666 or email council@ipswich.qld.gov.au.

VIEW: [List of Registers](#)

INTERNAL AUDIT

Section 190 of the *Local Government Regulation 2012* requires a local government's annual report to include a report on internal audit for the financial year.

The Internal Audit branch provides council with an independent, objective assurance and consulting activity designed to add value and improve the organisation's

operations. It helps council accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Internal Audit also has the liaison role with the Crime and Corruption Commission (CCC) and where appropriate investigates and manages all corrupt conduct in-house.

Authority and independence

To preserve the independence and objectivity of Internal Audit, council's Internal Audit Charter provides that:

- All Internal Audit staff and service providers report to the Chief Audit Executive who reports functionally for operations to the Audit and Risk Management Committee through the Chair and, administratively to the Chief Executive Officer with administrative support from the Coordination and Performance department.
- The Chief Audit Executive and Internal Audit staff are authorised to review all areas of council and to have full, free, and unrestricted access to all council's activities, records (both manual and electronic), property, and personnel. Council activities include entities over which council has direct management, sponsorship or financial control.
- Internal Audit shall not be responsible for designing, installing or maintaining systems, procedures or controls, but will advise on these matters and provide assurance to management that completed systems will contribute to the achievement of the intended corporate objectives.
- Internal Audit may have an observer/adviser status on steering committees, formed to coordinate financial/information systems design and implementation, at the discretion of the Chief Audit Executive.
- It is the policy of council that all internal audit activities remain free of influence by any organisational elements. This includes such matters as scope of internal audit programs, the frequency and timing of examinations and the content of internal audit reports.

Internal Audit's approach and coverage

Council's annual Internal Audit Plan that includes the three-year Strategic Internal Audit Plan are developed on an integrated risk basis as opposed to conducting audits on a rotational basis. The audit plans are presented to the Audit and Risk Management Committee for consideration and approval.

Reporting

Internal Audit reports are provided to the Audit and Risk Management Committee for their consideration. Throughout the year, the Audit and Risk Management Committee monitors the implementation of recommendations suggested by Internal Audit and through External Audit as coordinated by the Queensland Audit Office.

Ethics and values

Internal Audit seeks to be influential in efforts to establish a culture that embraces ethics, honesty, and integrity within the organisation. Internal auditors are governed by the Definition of Internal Auditing, Code of Ethics, and the International Standards for the

Professional Practice of Internal Auditing (Standards) that require council's internal auditors to perform engagements with proficiency and due professional care.

Professional staff qualifications and experience

There is a strong focus on training, learning and professionalism due to Internal Audit's exposure to high risk, and complex problem areas. As at 30 June 2021, Internal Audit staff were well qualified and had relevant experience in internal auditing and investigations as well as holding various professional affiliations and qualifications.

External quality assessment of Internal Audit Branch

Internal Audit currently satisfies the Institute of Internal Auditors' (IIA) requirement that external assessments should be conducted at least once every five years by a qualified, independent reviewer or review team from outside the organisation. An Independent Quality Assessment was completed in June 2021 by the IIA Australia. The IIA found the branch generally conforms to the Internal Audit Standards and classified it as Managed/Optimising. Internal Audit was rated to be optimising in 11 of 12 sections in the maturity model. A 78% positive rating was achieved through a client survey and 94% through a staff survey. The IIA found that the branch provided a high-level of service at a low-cost, per audit day, to council.

Client feedback result

At the completion of audit assignments, clients are asked for feedback and their assessment on the performance of each audit. The assessments for audits conducted during the 2020–2021 year achieved an average satisfaction rating of 82% in meeting requirements.

Future challenges for the Internal Audit Branch

With the challenges council faces in establishing normality and expected growth in the region, coupled with the changes in council's systems, practices and procedures, Internal Audit is continuing to work to position itself as a trusted adviser in providing guidance to management and staff. The branch will continue to use an integrated risk-based approach by combining aspects of auditing while including or excluding aspects based on risk. The aim is to continue to re-invent the Internal Audit approach and find innovative ways to serve the organisation, such as through the increased use of information technology and assistance to council in dealing with relevant challenges including the latest pandemic.

Audits completed in 2020–2021 and status of the 2020–2021 Audit Program as at 30 June 2021

The result of the 2020–2021 Audit Program is detailed in the following table. The number of audits conducted are a trade-off with the number of investigations completed.

Audits completed in 2020–2021 and status of the 2020–2021 Audit Plan as at 30 June 2021

AUDITABLE AREA	STATUS
Contract Management	Completed
Cyber/Digital Security	Completed
Tender Evaluation	Completed
Waste Business Management Systems	Completed
Workshops	Completed
Asset Management	Completed
Bushfire Management	Completed
Business Continuity Planning	Completed
Central Business District (CBD) Development Project	Completed
Corporate Culture Change	In Progress
Corporate Governance Arrangements	Completed
Customer Service Experience	Cancelled
Development of Data Analytics	Completed
Enterprise Resource Planning (ERP) Observation/Advice	Completed
Environment Conservation Strategies and Compliance	Completed
Financial Control	Completed
Fraud and Corruption Review – Actions to be taken	In Progress
Growth Management (Infrastructure)	Cancelled
Identity Management and Access Control	In Progress
Information and Related Technology Governance	Postponed to 2021–2022
Information and Related Technology Onboarding	In Progress
Internal Audit External Quality Assessment	Completed
Misuse of Confidential Information	Completed
Procurement	Postponed to 2021–2022
Software Management	Completed
Transformation Program Implementation	Completed
Workforce Planning Model	Postponed to 2021–2022
Workplace, Health and Safety	Completed

AUDIT AND RISK MANAGEMENT COMMITTEE (AS AT 30 JUNE 2021)

MEMBERSHIP

Councillor Marnie Doyle and Councillor Kate Kunzelmann

External Members: Robert Jones (Chairperson), Martin Power and Dr Annette Quayle

Activity description	2020–2021	2019–2020
Audit and Risk Management Committee meetings held	6	6
Internal Audit recommendations reviewed and finalised	40	53
Internal Audit reports/tasks reviewed	17	16
External Audit recommendations reviewed and finalised	12	37
External Audit reports reviewed	2	2
Ad Hoc	2	34

Freddy Beck – Chief Audit Executive

PFIIA, NDIA, B. Com, CIA, CISA, CCSA, Cert IV Investigations

RISK MANAGEMENT AND ACCOUNTABILITY

Council recognises that risk management is an integral part of good management practice and fully supports risk management as part of its corporate governance processes.

Council is committed to managing identified risks by logically and systematically identifying, analysing, evaluating, treating, monitoring, and communicating risks that directly or indirectly impact positively or negatively on council's ability to achieve the strategic objectives outlined in *Advance Ipswich*, the Corporate Plan 2017–2022 and its annual Operational Plan.

Enterprise risk management, linked to council's strategic objectives, is adopted by management and staff as an integral part of organisational culture, in daily functions and activities, in order to assist in protecting and improving council's overall business delivery and performance.

To manage risk, council has adopted an Enterprise Risk Management Framework that promotes a standard and systematic approach to risk management in accordance with AS/NZS ISO 31000:2018. All identified risks associated with council activities are monitored on a regular basis and reviewed, or escalated for review, within internally prescribed timeframes. Corporate risks are reviewed bimonthly. Operational risks, applicable at a departmental and branch level, are reviewed trimonthly.

The council's objective is to manage risks to minimise exposure, for council and its stakeholders, to any event or set of occurrences that may cause adverse effects, while concurrently maximising the efficiency and effectiveness of its operations by following relevant best practice principles.

General managers, branch managers, and section managers will implement, encourage, and promote the use of risk management techniques in their areas of responsibility. This includes:

- ensuring appropriate due diligence has been applied in the identification and prioritisation of risks in the development of their respective departmental or branch Risk Management Registers
- developing strategies to manage these risks ensuring systematic, ongoing monitoring and review of these risks and associated internal control measures at three monthly intervals
- ensuring a risk management plan is developed, following council's Enterprise Risk Management Framework, before any project or new activity commences
- ongoing monitoring and reviewing of these risk management registers throughout the life of the project or activity.

Council has an approved and endorsed suite of documents, which comprises an Enterprise Risk Management Administrative Directive, Enterprise Risk Management Framework, and Enterprise Risk Management Procedure. Also, a Fraud and Corruption Control Framework, Fraud and Corruption Control Plan, and a Fraud and Corruption Control Risk Register. A Business Continuity Management Framework and high quality, current Business Continuity Plans across the organisation.

Also, during 2020–2021 the council developed and implemented the following to further enhance risk management across the council:

- **Ipswich City Council Good Governance Annual Checklist** – a Corporate Governance Strategy to mature Ipswich City Council's governance capabilities
- **Five-Year Risk Maturity Roadmap** – this five-year Risk Maturity Roadmap will address the following key areas:
 1. Maturation of key Enterprise Risk Management documents, including:
 - a. Ipswich City Council's Risk Appetite Statement
 - b. Ipswich City Council's Project Risk Management Manual
 - c. Branch Risk Registers for key business areas.
 2. Development of further training for key business support staff within the organisation to assist Departments as we transition to the development of Branch Risk Registers.
 3. Progress alignment of Risk Management practices to ensure consistency with the Enterprise Risk Management Framework.
 4. Reviewing scope and benefits of future Risk Management practices (including software for management of registers, further, and additional templates and identification of further reporting requirements).
 5. Monitor, review, and consult during review periods for practices and procedures for Enterprise Risk Management, Business Continuity, and Fraud and Corruption.

Finally, to round off the 2020–2021 financial year, council was advised that it has been selected as the winner for the South East Queensland Local Government Mutual Service (LGMS) Risk Excellence Awards for 2020–2021. This award is in recognition of council's well-planned and executed Road to Risk Management Maturity across the organisation. The LGMS recognised the incredible work that Ipswich City Council has undergone over the past few years within the Enterprise Risk Management space.

GOVERNANCE COMMERCIAL



BENEFICIAL ENTERPRISES

In accordance with section 41 of the *Local Government Act 2009*, the following beneficial enterprises were conducted by council during the 2020–2021 financial year. A beneficial enterprise is an enterprise that a local government considers benefits and/or can reasonably be expected to benefit the whole or part of its local government area.

Council has resolved to wind up and deregister a number of its controlled entities. The status of each of the controlled entities are as follows:

Ipswich City Properties Pty Ltd – All assets and operations were transferred to council in June 2019.

This entity was placed into Members Voluntary Liquidation on 26 March 2020. This entity was deregistered on 28 May 2021.

Ipswich City Enterprises Pty Ltd – The operation of Fire Station 101 was transferred to council in August 2018. This entity has not actively traded during the financial year and the final activities required for the wind up and deregistration processes are advancing.

Ipswich City Enterprises Investments Pty Ltd – This entity has also not actively traded during the financial year and the final activities required for the wind up and deregistration processes are advancing.

CHERISH THE ENVIRONMENT FOUNDATION LIMITED

The principal objectives of Cherish the Environment Foundation Limited (the Foundation) are the protection and enhancement of the natural environment as well as the provision of information or education, or the carrying on of research, about the natural environment. The Foundation pursues these objectives within the Ipswich local government area by:

- acquiring, managing, and protecting bushland areas
- protecting and enhancing biodiversity
- improving the quality of water in rivers and streams
- working towards decreasing the quantity of waste generated and building recycling capacity
- increasing local food production and food production capacity
- improving local food linkages and returns for food producers

- minimising the impact of carbon emissions from Ipswich City
- promoting education within the community concerning adverse impacts on the environment
- raising community awareness of the impact of carbon emissions and how to minimise or offset their impact.

In 2020–2021 the core activities of the Foundation were maintaining and managing existing projects at Mutdapilly, Calvert, and Woolshed which were primarily in relation to the establishment and protection of essential koala habitat in the city including the planting and maintenance of approximately 100,000 trees.

In March 2021 council resolved to develop an exit strategy from Cherish the Environment Foundation Limited, and that the exit strategy be developed in partnership with the Cherish the Environment Foundation Directors. The development of this strategy remains ongoing.

COMPETITIVE CONDUCT

Section 45 of the *Local Government Act 2009* requires a local government's annual report include a list of all business activities conducted during the financial year. Under section 33 of the *Local Government Regulation 2012*, if a local government applies the Code of Competitive Conduct to a business activity, council must apply the principles of competitive neutrality, for example by removing any competitive advantage or disadvantage.

In 2020–2021, council undertook the following business activities to which it applied the Code of Competitive Conduct:

- building certification
- roads and drainage.

In 2020–2021, the only significant business activity undertaken by council was Ipswich Waste Services which also applied the Code of Competitive Conduct. Ipswich Waste Services' cost framework is structured to ensure that the principles of competitive neutrality are met. No new significant business activities were undertaken during the 2020–2021 year. Pursuant to the requirements of section 190 of the *Local Government Regulation 2012*, council did not receive, nor did it make any decisions in relation to competitive neutrality complaints in the 2020–2021 financial year.

OUR COMMERCIAL BUSINESS UNIT: IPSWICH WASTE SERVICES PERFORMANCE 2020–2021

Ipswich Waste Services was established as a commercial business unit of council in 1998 for the purpose of delivering high-level waste management services to its domestic and commercial customers in a cost-effective, efficient, timely and responsive manner through the application of commercial principles to service delivery. Section 190 of the *Local Government Regulation 2012* requires that a local government's annual report include information on a commercial business unit's operation and financial performance and achievements against its annual performance plan.

Services

Ipswich Waste Services provided the following services and facilities during the 2020–2021 financial year:

- household general waste, green waste and recycling collection
- dead animal collection
- park bin collection
- street litter bin collection
- Riverview recycling and refuse centre
- Rosewood recycling and refuse centre
- household hazardous waste drop-off day
- industrial general waste collection
- industrial cardboard collection
- industrial commingled recycling collection
- skip bins
- roll-on roll-off bins
- stationary compactors
- confidential paper disposal
- workplace recycling program
- clinical waste collection
- liquid waste services.

Financial performance

The following table outlines the financial performance of Ipswich Waste Services for the 2020–2021 financial year:

YTD	FY21		
	ACTUAL (\$000')	BUDGET (\$000')	VARIANCE (\$000')
Operational revenue	45,150	43,842	1,308
Operational expenditure	32,158	34,300	2,142
Surplus/ deficit on expenditure	12,992	9,542	3,450

Revenue

Revenue is 3% above budget estimate.

Expenses

Expenses are 6.2% under budget estimate.

Volume of material recycled and disposed to landfill from domestic services

	2017-2018	2018-2019	2019-2020	2020-2021
Kerbside green waste to compost	4,958	4,370	4,869	6,172
Recycling and Refuse Centre recycling	16,754	12,722	10,597	14,957
Kerbside recycling	14,349	9,721	9,129	8,883
Kerbside waste to landfill	63,510	54,343	57,608	60,730
Recycling and Refuse Centre waste to landfill	24,318	23,239	25,325	25,796

The following details the changes to the previous Annual Performance Plan:

- There are no significant changes proposed to the previous Annual Performance Plan at the present time as a comprehensive review of the Waste Services section is currently being undertaken. This review will inform the development of the next Ipswich Waste Services Annual Performance Plan.

Number of domestic service requests

2018-2019	2019-2020	2020-2021
17,704	18,585	20,477

Domestic service request by type

TYPE OF SERVICE	TOTAL	%
Cancel bin service	459	2%
Collection of dead animal	653	3%
Domestic – commence bin service	5,180	25%
Domestic – extra bin service/missed bin complaint	5,294	26%
Domestic – repair/replace bin	8,269	40%
Other waste requests (downsize bin, removal stray bin and upsize bin)	622	3%
TOTAL	20,477	100%

Growth in green waste collection service

2017-2018	2018-2019	2019-2020	2020-2021
16,538	17,709	19,609	21,777

Household growth in Ipswich

2017-2018	2018-2019	2019-2020	2020-2021
78,213	81,580	83,526	85,663

Landfill diversion – % waste diverted from landfill at the Recycling and Refuse Centres

2017-2018	2018-2019	2019-2020	2020-2021
28.90%	25.50%	22.90%	36.70%

Key performance indicators

INDICATOR	RESULT	STANDARD	TARGET
Provide value to customers			
Biennial customer satisfaction survey: Customer response to survey questions indicates customer satisfaction with the service	91%	90%	>90%
Number of domestic refuse and recycling bins repaired or replaced per 1,000 bins service	6.56	<7	<5
Number of domestic refuse and recycling bins extra bin service/missed services complaints per 1,000 rated bins in service	4.19	<5	<4
Provide value to shareholders			
Net Profit margin - calculated as net (surplus) deficit after tax/earning *100	40.40%	budgeted net profit margin	21.76%
Budget performance surplus on operations	\$12.9m	budgeted net surplus	>budgeted net surplus
Debtors days outstanding	25.39 days	<38 days	<28 days
Promote a climate for action in the workforce			
Absenteeism - % against available hours	6.11%	<4%	<3%
Loss Time Injury Frequency Rate (LTIFR)	4.9	9	7
% IWS staff with annual leave balance of six weeks or less	86.95%	>90%	>100%
Achieve operational excellence			
Extra/Missed Bin Services requests completed within 1 working day	99.80%	>85%	>95%
Domestic refuse and recycling service* commencements actioned within 5 working days of notification*	75.86%	>85%	>95%
Green waste service commencements actioned within 5 working days of notification*	73.13%	>85%	>95%
Requests for Replacements/Repairs actioned within 5 working days	76.48%	>85%	>95%
Be a good neighbour			
% waste diverted from landfilling at the Recycling and Refuse Centres	36.70%	>25%	>35%
% total recycling diverted from domestic collection and disposal services	25.93%	>20%	>35%
% domestic green waste diverted from domestic refuse service	9.23%	>5%	>10%
% waste diverted from landfilling by the kerbside recycling service	12.76%	>10%	>15%
% waste diverted from landfilling by commercial waste services	8.62%	>5%	>10%

*It should be noted there was a nationwide supply issue of mobile garbage bins which has affected Ipswich Waste Services ability to deliver new and replacement bin services during the 2020-2021 year.

Major highlights

Major highlights for Ipswich Waste Services in the 2020–2021 financial year included:

- the number of rated waste services with Ipswich grew from 83,526 (June 2020) to 85,663 (June 2021)
- the number of household green waste services grew from 19,609 (June 2020) to 21,777 (June 2021)
- 20,477 domestic service requests were actioned in the financial year
- 99.8% of all missed service requests actioned within one working day
- 153,613 customers delivered waste to the Riverview Recycling and Refuse Centre
- 13,776 customers delivered waste to the Rosewood Recycling and Refuse Centre
- collection of 116,810 tonnes of material through domestic kerbside collection services, glass collection points and the recycling and refuse centres – 25.93% of this material was diverted from landfilling for recycling and composting
- the annual Household Hazardous Waste, Gas Cylinder and Listed Items Drop-off Day was held at Riverview Recycling and Refuse Centre on Saturday 19 September 2020. A total of 1,047kgs of hazardous household items were collected
- Ipswich Waste Services partnered with The Garage Sale Trail to help residents cash in on their clutter. The Garage Sale Trail was a two-day event held over the weekend of 21–22 November 2020. There was a great response from the community with a total of 233 garage sales held across the city over the two-day event. In total over 5,000 residents participated as either sellers, shoppers or attended an online trail tutorial and over 11,000 visited council's Garage Sale Trail microsite resulting in an estimated 27 tonnes of material reused locally
- Ipswich Waste Services received a great result in its biennial customer satisfaction survey, achieving a 91% overall satisfaction rating canvassing such categories as:
 - timeliness of responses
 - telephone courtesy
 - driver assistance and friendliness
 - completion of tasks.

Community service obligations

In 2020–2021 Ipswich Waste Services provided the following community service obligations totalling \$58,530 to the Ipswich community.

IPSWICH WASTE SERVICES – COMMUNITY SERVICE OBLIGATIONS			
DESCRIPTION	2019–2020 (\$)	2020–2021 (\$)	COMMENTS
Waste services at Ipswich community events	13,245	9,465	Free subsidised waste services for community events
Schools recycling program	25,951	33,078	Free recycling collection services for local schools
Free waste disposal following disaster events	0	4,948	Free waste disposal following the Ipswich Hail Event
Free recycling services to residents requesting additional kerbside recycling services	9,807	5,597	2020–2021 provision of 46 fortnightly services
Free general waste services for dialysis patients requiring additional volume for kerbside waste disposal	3,604	5,442	2020–2021 provision for 24 customers

GOVERNANCE FINANCIAL



FINANCIAL POLICY, CONCESSIONS AND DISCOUNTS

Section 190 of the *Local Government Regulation 2012* requires that a local government's annual report contain a summary of all concessions for rates and charges granted by the local government.

In accordance with its Pensioner Remission of Rates Policy, council grants concessions to qualifying pensioners for:

1. 100 per cent of the differential general rates levied per quarterly rating assessment to a maximum concession of \$235 in any one year
2. \$10 per annum per rating assessment for the Enviroplan separate charge if applicable.

In accordance with its Rates Concession Policy, the council grants eligible property owners who are conducting eligible activities at the property, a 100 per cent concession of the differential general rates levied per quarterly rating assessment.

In accordance with its Rates Concession Policy, the council grants owner occupied property owners who are suffering financial hardship, a deferral of liability to pay rates for six months.

VIEW: [A full list of all council policies](#)

RURAL FIRE RESOURCES LEVY SPECIAL CHARGE

In accordance with section 94 of the *Local Government Act 2009*, section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, council has levied a special charge of \$39 on applicable rateable land not within the Urban Fire Boundaries of Queensland, for

the Rural Fire Brigades Services as such land specially benefits from those Rural Fire Brigades Services.

This special charge was levied in accordance with the 2020–2021 budget.

RURAL FIRE RESOURCES LEVY SEPARATE CHARGE

In accordance with section 94 of the *Local Government Act 2009*, section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, council has levied a separate charge of \$3 on all rateable land in the local government area for the Rural Fire Brigades Services.

This separate charge is levied in addition to the Rural Fire Resources Levy Special Charge on applicable rateable land.

This separate charge was levied in accordance with the 2020–2021 budget.

CHANGES TO TENDERS

In accordance with section 228(7) of the *Local Government Regulation 2012*, council did not invite

tenderers to change their tenders to take into account a change in tender specifications during the financial year.

IPSWICH ENVIROPLAN PROGRAM AND LEVY SEPARATE CHARGE

In accordance with the *Local Government Act 2009*, council levies a separate charge on all rateable land within the local government area to explicitly deliver the Ipswich Enviroplan Program outcomes that protect and enhance the health of Ipswich's natural environment through four program funding themes set out below.

Ipswich Enviroplan Program

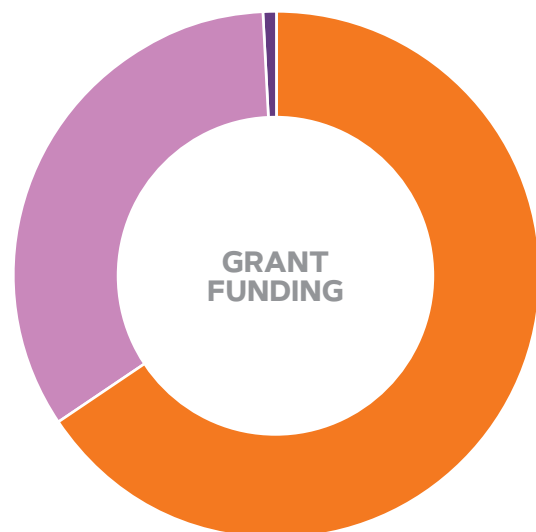
- A.** The amount of special charge for Ipswich Enviroplan Program on all rateable land for 2020–2021 was \$46 per annum. During this period revenue totalling \$3,991,768 was raised through the levy.
- B.** Consistent with the council's Ipswich Enviroplan Program and Levy Policy, in 2020–2021 funds were allocated towards projects and initiatives associated with:
- acquisition of significant nature conservation land including loan servicing and interest repayments to Queensland Treasury Corporation for past activities – \$1,692,803
 - community nature conservation partnerships and support – \$237,455
 - nature conservation planning – \$490,729
 - embellishment, capital and operational management investment within the Natural Area Estate – \$2,541,417.

GRANT FUNDING APPROVED

As at the end of June 2021, council was managing \$42.9 million in approved grant funding for 97 projects estimated to cost more than \$58 million. The majority of projects to benefit from funding are road related with the remainder split across community and sporting facilities, and other minor projects. The Queensland Government provide 65 per cent of the approved funding with the remainder from the federal government and other sources.

Funding approvals include:

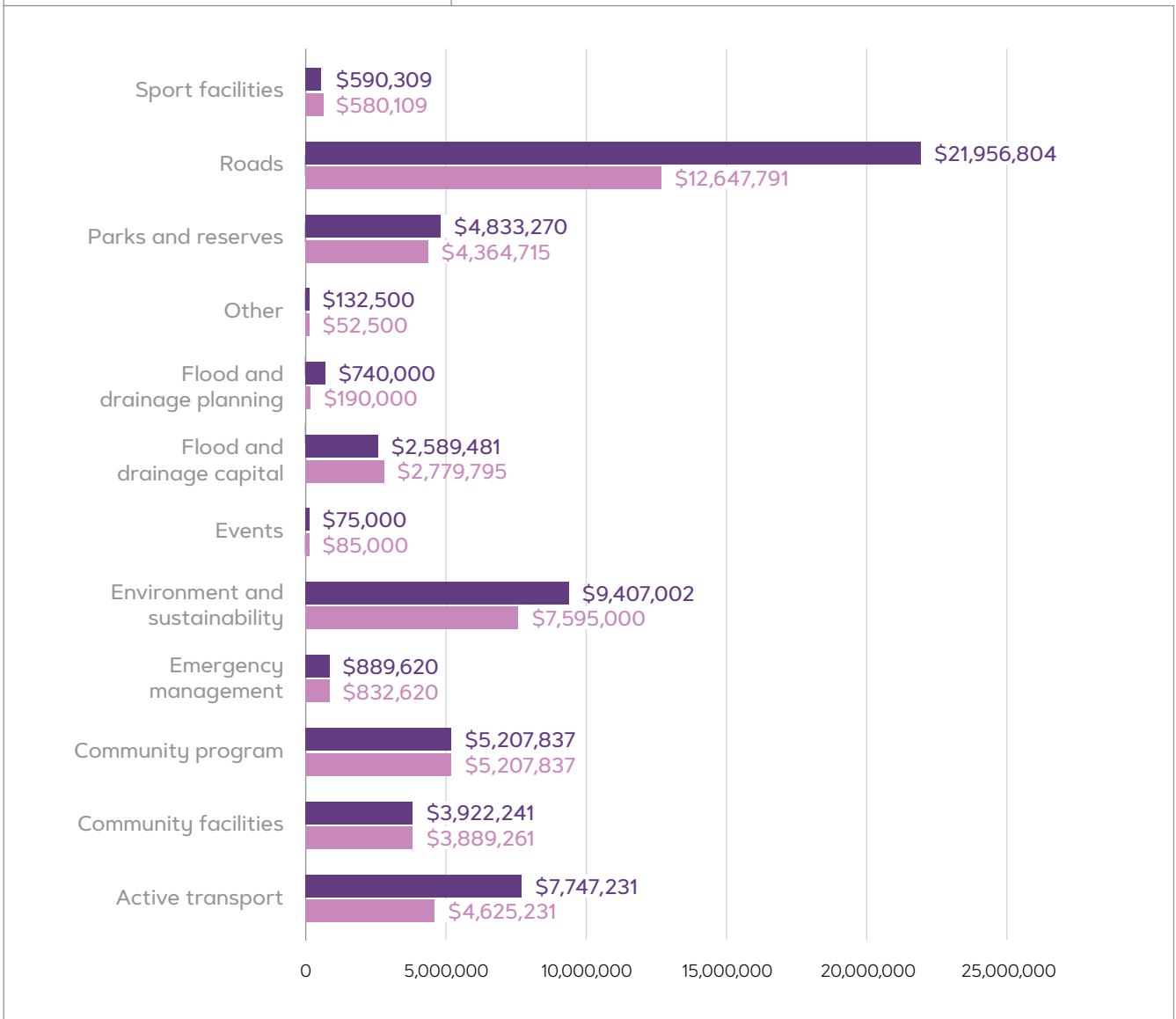
- \$4.4 million from the Queensland Government, through the COVID-19 Works for QLD Program to assist with the delivery of 12 Projects, supporting 27 jobs, including the construction of a \$2 million playground at the Redbank Plains Recreation Reserve
- \$181,000 from the Queensland Government, through Counter Disaster Operations funding, towards the operational response to the Ipswich Hail Event
- \$450,000 under the federal government's Roads to Recovery Program, towards the costs of road reconstruction on South Station Road, Booval.



- State \$28,091,182
- Federal \$14,458,677
- Other \$300,000

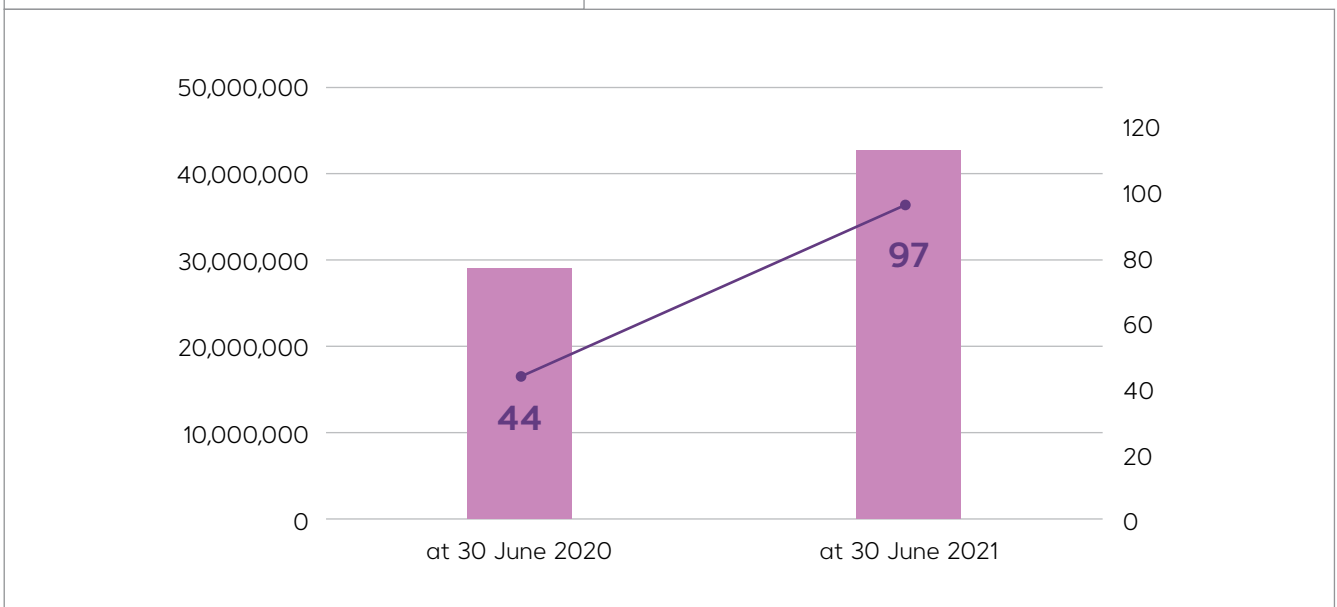
Grant Funded Projects at 30 June 2021

■ Estimated total cost ■ Approved Grant Funding



GRANT FUNDED PROJECTS AT 30 JUNE 2021

■ Number of funded projects ■ Approved Grant Funding



COMMUNITY FUNDING AND SUPPORT

Community Funding and Support

Section 189 of the *Local Government Regulation 2012* requires that a local government's annual report contain a summary of the local government's expenditure in relation to grants to community organisations for the financial year.

Council's community funding programs are guided by the following policies:

- Community Funding and Support Policy
- Event Sponsorship Policy
- Ipswich Enviroplan Program and Levy Policy.

VIEW: [A full list of council policies](#)

Additional reporting is required for expenditure from the Community Donations Program, including the name of each community organisation funded and the amount and purpose of that allocation. This information can be found in the appendices.

The Councillor Discretionary Funds allows for funds to be allocated to not-for-profit community organisations for community purposes. The prescribed amount for 2020–2021 was \$178,305 (0.1% of general rates revenue) and the total funding budgeted for Councillor Discretionary Funds in the 2020–2021 financial year was \$162,000.

The following amounts were allocated as Councillor Discretionary Funds in the 2020–2021 budget:

- Mayor \$18,000
- Per Councillor \$18,000

Applications for Councillor Discretionary Funds by community organisations must be made in accordance with the [Councillor Discretionary Funds Policy](#), the [Availability Notice](#) and the [Councillor Discretionary Funds Guidelines](#).

Before applying, applicants should:

- read the Councillor Discretionary Funds Guidelines
- assess your eligibility.

Eligible community organisations may apply for this funding by completing an online application form.

For more information, contact the Community Grants Officer on (07) 3810 6648 or communityfunding@ipswich.qld.gov.au to discuss your application.



In 2020–2021 financial year, council administered community funding which included the following grants, donations and bursaries.

EXPENDITURE TYPE	NUMBER ISSUED	AMOUNT (\$) EX GST
Anzac Day Commemorative Services Funding	6	\$24,027.31
Councillor Discretionary Funds	42	\$99,011.05
COVID-19 Ipswich Community Operational Support	26	\$33,574.14
COVID-19 Ipswich Community Repair and Replacement Fund	27	\$150,690.16
COVID-19 Ipswich Small Business Funding	192	\$270,174.54
Environment and Sustainability Funding	11	\$16,343.66
Event and Major Community Event Sponsorship	9	\$165,000.00
In-kind Assistance	30	\$61,305.50
Land Management Payments*	70	\$95,654.15
Major Funding	48	\$468,200.68
Minor Funding	11	\$16,538.41
Nature Conservation Grants*	18	\$69,650.78
Pilot Façade Improvement Program	12	\$89,750.58
Quick Response Funding	13	\$11,100.26
Regional Arts Development Fund	15	\$97,177.30
Sport Achievement Funding	7	\$1,400.00
Triennial Grant	1	\$3,579.65
Viva Cribb Bursary	2	\$5,000.00
TOTAL		\$1,678,178.17

A list of grant recipients can be found in the appendix (pages 171–183).

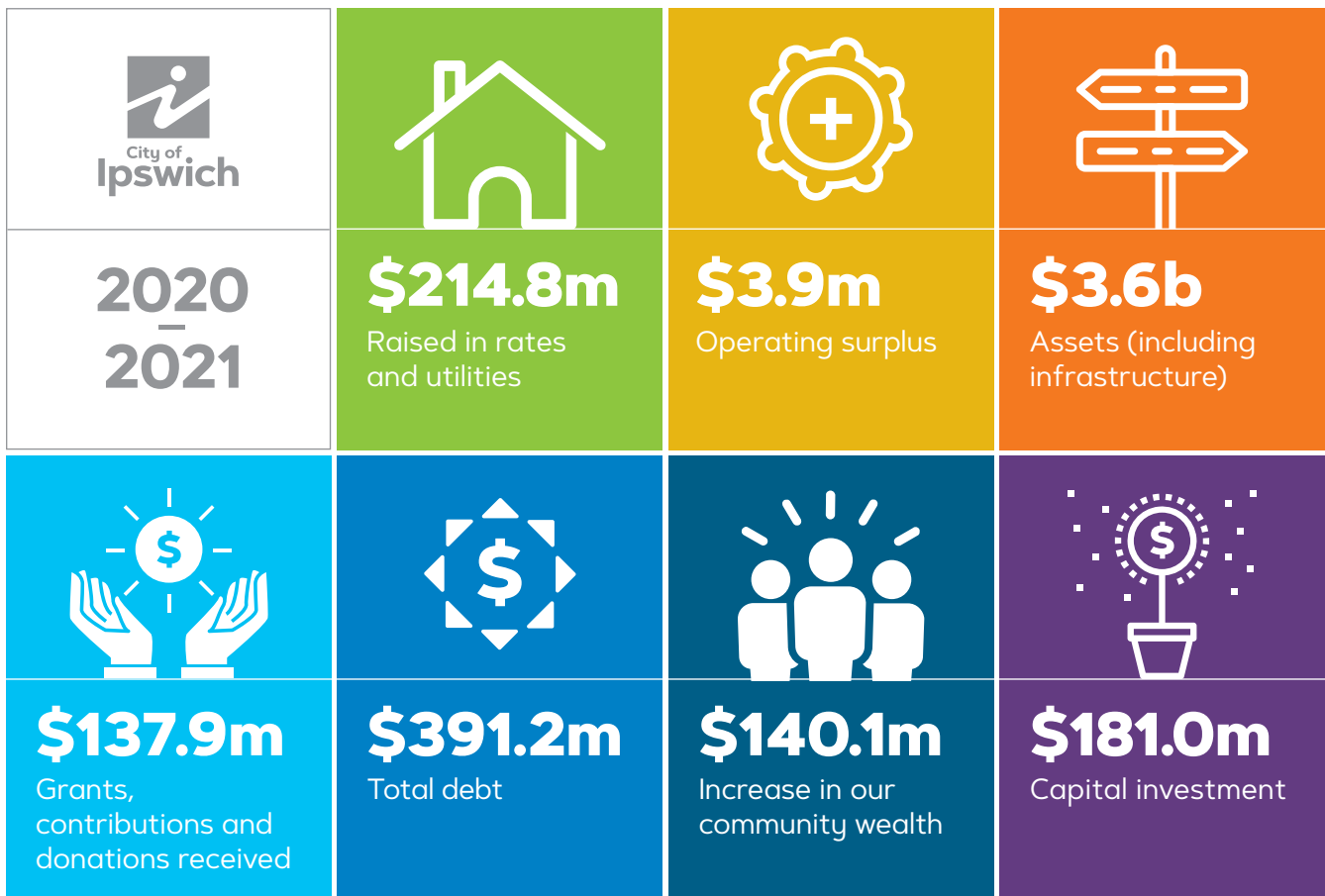
The [Community Funding and Support](#) webpage also hosts a list of successful applicants.

Land Management Payments and Nature Conservation Grants are provided to landholders who have a Voluntary Conservation Agreement with council. Those payment types identified with an * contain payments to individuals. Individual names are not provided in accordance with the Privacy Act and therefore do not appear in the appendix.

FINANCIAL PERFORMANCE



COMMUNITY FINANCIAL REPORT



The Community Financial Report, as required by Section 184 of the *Local Government Regulations 2012*, provides an explanation of the audited financial statement for the year as set out here. Council has maintained a financial management strategy over the last five financial years of minimal increases in operational expenses, limited FTE growth and an appropriate borrowing program. Services have continued to be delivered and the capital program expanded while achieving these aims through improved processes and innovative service delivery mechanisms. This strategy has council well placed to manage a growing city. Council is continuing with this strategy over the coming financial year which is consistent with the long-term financial forecast presented in the 2021–2022 Budget and Long-Term Financial Plan.

More information regarding Ipswich City Council's Financial and Planning documents can be accessed at council's [website](#).

The results discussed here are for the council position reported in the financial statements and not the consolidated results.

Summary of Financial Statements for 2020–2021

Council completed the financial year with a net surplus of \$138.3 million including capital revenue. Capital revenue includes developer constructed local roads, parks and drainage pipes which are donated to council to operate and maintain. Capital revenue also includes cash contributions from developers towards shared infrastructure servicing these new developments.

The operating surplus was lower than the comparative year due to fewer developer contributed assets and an increase in operating expenditure. The increase in operating expenditure was due to fees associated with council re-financing its debt at a lower interest rate, costs for landfill rehabilitation, increased depreciation expenditure which is attributable to council's continued capital investments and an increase in employee expenses.

Council continues the redevelopment of the CBD which is reflected in council's increase in capital investments during the year to \$181.0 million. The financial impacts of the COVID-19 Pandemic are set out in Note 1 of council's Financial Statements and includes the impacts of council's decision to support industries, community groups and residents impacted by COVID-19 through refunds and waivers of fees and charges and booking fees.

The following comparison is provided between the previous year and the year in review:

	2020–2021	2019–2020	% CHANGE
	\$'000	\$'000	
Revenue (inc. capital revenue)	459,973	459,528	0.1%
Expense	321,713	300,132	7.2%
Net Result	138,260	159,396	-13.3%
Less: Net Capital Revenue/Expense	109,787	153,578	-28.5%
Less: Revaluation Increase/Decrease	24,476	-2,266	-1180.1%
Net Operating Surplus	3,997	8,084	-50.6%
Net Operating Surplus %	1.28%	2.71%	



Revenue

Where did the money come from?

Council received \$460 million in revenue. The largest contributor was rates and utility charges of \$214.8 million (after discount and pensioner remissions). Rates and utility charges increased as a result of rate increases and growth in the Ipswich region.

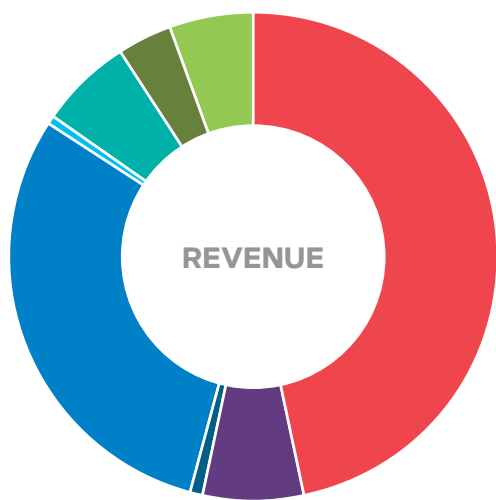
When comparing to the prior year, capital income increased by \$24.5 million due to an increase in value of infrastructure assets during 2020–2021. This reversed a previous decrease in value of infrastructure assets recognised as a capital expense in 2016.

Fees and charges revenue increased by \$2.8 million to \$31.6 million which can be attributed to increased development approvals since the initial COVID-19 outbreak.

Council's share of profit from Urban Utilities increased by \$1.2 million to \$28.5 million.

These increases in revenue were offset by a significant reduction of contributed asset revenue which was \$49.6 million lower when compared to the prior year. This was due to a large amount of infrastructure assets in the Springfield area being contributed in the year prior.

Other income decreased by \$2.2 million to \$16.9 million.



Type of revenue	Totals (\$'000)
■ Rates, levies and charges	214,766
■ Fees and charges	31,643
■ Sales revenue	3,676
■ Grants and contributions	137,871
■ Interest and investment revenue	2,091
■ Profit from investment in associates	28,518
■ Other revenue	16,932
■ Capital income	24,476
Grand Total	459,973

Expenses

Where was the money spent?

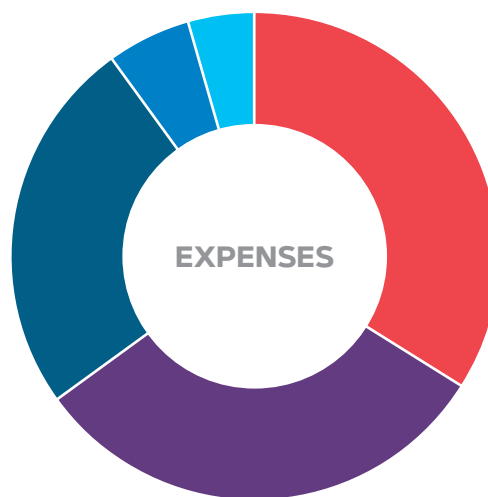
Council's expenditure was \$321.7 million for the financial year.

Capital expenses increased by \$4.5 million to \$14 million. This was mainly due to the rehabilitation of landfill sites and the impairment of council's capital works in progress in relation to the Commonwealth Hotel of \$2.9 million.

Employee expenses (detailed in Note 6) increased by \$9.8 million. This was mainly due to the 2.5% wages increase specified in the Enterprise Bargaining Agreement, an increase in full-time equivalents to support council's growth, termination costs and the full 12 months costs of the elected councillors and staff to support the improved governance capability of council.

Finance costs increased by \$3.6 million to \$17.3 million which relates to fees associated with re-financing council debt at a lower interest rate. There was also an increase in depreciation and amortisation costs by \$7.9 million to \$81.1 million which is attributable to the council's ongoing capital investment and donated assets received.

The expenditure increases were partially offset by a decrease in materials and services of \$4.3 million to \$99.8 million. The decrease was mainly due to reductions in citywide maintenance due to drier than expected weather conditions, and less facility maintenance expenditure was required due to COVID-19 restrictions limiting the use of facilities.



Type of expense	Totals (\$'000)
■ Employee expenses	109,509
■ Materials and services	99,821
■ Depreciation and amortisation	81,067
■ Finance costs	17,286
■ Capital expenses	14,030
Grand Total	321,713

Assets

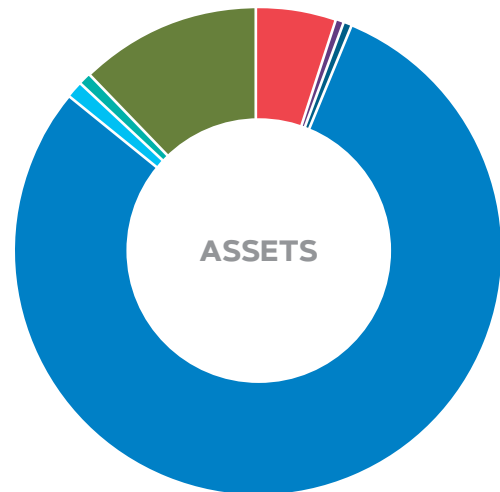
What do we own?

As at the 30 June 2021, council held \$3.6 billion in assets, \$183.9 million more than the previous year.

Property, plant and equipment increased by \$181 million to \$2.9 billion mainly due to asset additions of \$209.1 million, donated assets of \$81.5 million, and an increase in value of infrastructure assets of \$24.5 million. This was offset by depreciation expense of \$75.6 million. Assets held for sale and investment properties increased by \$5.3 million to \$41.6 million mainly due to capital expenditure on investment properties.

Other Assets increased by \$6.6 million to \$16.7 million mainly due to the prepaid capital expenditure and contract revenue to be received.

The investment of \$441.1 million represents the investment in Urban Utilities which increased by \$10.9 million in the current financial year. In the prior year, the investments also included a term deposit investment of \$47 million. At 30 June 2021, these previous term-deposits had been moved to other short-term deposits. This in part contributes to the increase in cash and cash equivalents of \$30.8 million compared to the prior year.



Type of assets	Totals (\$'000)
Cash and cash equivalents	183,955
Receivables	20,301
Other Assets	16,663
Property, plant and equipment	2,886,422
Assets held for sale and investment properties	41,582
Intangible assets	23,480
Investments	441,118
Grand Total	3,613,521

Liabilities

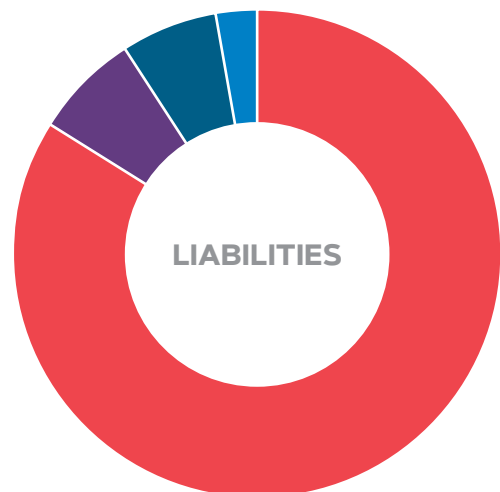
What do we owe?

As at the 30 June 2021, Council had \$465.3 million in liabilities which is an increase of \$43.8 million when compared to the previous year.

Borrowings increased by \$46.9 million to \$391.2 million to fund council's capital expenditure projects.

Provisions increased by \$5.1 million to \$29.3 million which is mainly due to the recognition of a provision for the rehabilitation of landfill sites.

Payables decreased by \$8 million to \$32.4 million, as the prior year contained many accrued payables relating to the Nicholas Street redevelopment.



Type of liabilities	Totals (\$'000)
Borrowings	391,176
Payables	32,378
Provisions	29,308
Other liabilities	12,479
Grand Total	465,341

Community Equity

What is the difference between what we own and what we owe?

Ipswich's community equity (its net worth) as at the 30 June 2021 was \$3.1 billion which is \$140.1 million more than the previous year. Retained surplus increased by \$140.1 million to \$2.6 billion and the asset revaluation surplus increased by \$0.02 million to \$538.8 million.

Ipswich's community equity is presented in two parts:

	2020-2021	2019-2020	% CHANGE
	\$'000	\$'000	
Asset Revaluation Surplus	538,806	538,786	0.0%
Retained Surplus	2,609,374	2,469,308	5.7%
Total Community Equity	3,148,180	3,008,094	4.7%

Financial Ratios

The financial ratios are prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. For 2020-2021 council's performance against key financial ratios were still within target for operating surplus. While the key financial ratios for asset sustainability and net financial liabilities were outside the target. The asset sustainability ratio is reflective of the age and condition of council's assets and should be considered in the context of council's long term financial forecast, which sees this ratio trending back into the target range. The higher net financial liabilities ratio results from council's recent borrowing program, which supports the high growth of the Ipswich area. Similarly, this ratio also trends back into the target range through the period of the long-term financial forecast.

SUSTAINABILITY RATIO	OBJECTIVE OF MEASUREMENT	HOW THE MEASURE IS CALCULATED	ACTUAL RESULT		
			2020-2021	2019-2020	TARGET
Operating Surplus Ratio	Is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items).	1.28%	2.65%	Between 0-10%
Asset Sustainability Ratio	Is an approximation of the extent to which the infrastructure assets managed by a local government are being replaced as they reach the end of their useful lives.	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	57.67%	68.08%	Greater than 90%
Net Financial Liabilities Ratio	Is an indicator of the extent to which the net financial liabilities of a local government can be serviced by its operating revenues.	Total liabilities less current assets divided by total operating revenue (excluding capital items).	73.43%	59.51%	Not greater than 60%

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021



General Purpose Financial Statement
for the year ended 30 June 2021

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Ipswich City Council

Statement of Comprehensive Income for the year ended 30 June 2021

	Notes	2021 \$'000	2020* \$'000
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3a	214,766	202,407
Fees and charges	3b	31,643	28,861
Sales revenue		3,676	3,659
Grants, subsidies, contributions and donations	3c	14,054	12,769
Total recurrent revenue		264,139	247,696
Capital revenue			
Grants, subsidies, contributions and donations	3c	123,817	159,735
Total capital revenue		123,817	159,735
Other income			
Interest received	4b	2,091	4,529
Profit from equity accounted investment	13	28,518	27,331
Other income	4a	16,932	19,169
Capital income	5	24,476	1,068
Total other income		72,017	52,097
Total income		459,973	459,528
Expenses			
Recurrent expenses			
Employee benefits	6	109,509	99,698
Materials and services	7	99,821	104,154
Finance costs	8	17,286	13,656
Depreciation and amortisation:			
- Property, plant and equipment	15	75,566	65,941
- Intangible assets	16	4,782	6,470
- Right of use assets	18	719	722
Total recurrent expenses		307,683	290,641
Other expenses			
Capital expenses	9	14,030	9,491
Total other expense		14,030	9,491
Total expenses		321,713	300,132
Net result		138,260	159,396
Other comprehensive income			
Items that will not be reclassified to net result			
Increase/(decrease) in asset revaluation surplus	15	20	55,819
Share of comprehensive income of associates	13	82	(109)
Share of other prior period adjustment of associates	13	1,724	1,938
Total other comprehensive income for the year		1,826	57,648
Total comprehensive income for the year		140,086	217,044

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

* 2020 balances have been restated to reflect the adjustments detailed in notes 1(g) and 28.

Ipswich City Council

Statement of Financial Position

as at 30 June 2021

	Notes	2021 \$'000	2020* \$'000
ASSETS			
Current assets			
Cash and cash equivalents	10a	183,955	153,199
Investments	10b	-	47,000
Receivables	11	20,301	22,998
Inventories		1,040	1,225
Contract assets	17	4,006	263
Other financial assets		6,425	3,324
Non-current assets held for sale	12	20,750	20,650
Total current assets		236,477	248,659
Non-current assets			
Equity accounted investments	10b	441,118	430,227
Investment property	14	20,832	15,604
Property, plant and equipment	15	2,886,422	2,705,398
Right of use assets	18	5,192	5,246
Intangible assets	16	23,480	24,519
Total non-current assets		3,377,044	3,180,994
TOTAL ASSETS		3,613,521	3,429,653
LIABILITIES			
Current liabilities			
Payables	19	32,345	40,385
Contract liabilities	17	615	571
Borrowings	20	36,458	33,099
Lease liabilities	18	589	640
Provisions	21	26,804	21,821
Other liabilities	22	6,360	6,140
Total current liabilities		103,171	102,656
Non-current liabilities			
Payables	19	33	23
Borrowings	20	354,718	311,084
Lease liabilities	18	4,190	4,007
Provisions	21	2,504	2,394
Other liabilities	22	725	1,395
Total non-current liabilities		362,170	318,903
TOTAL LIABILITIES		465,341	421,559
Net community assets		3,148,180	3,008,094
COMMUNITY EQUITY			
Asset revaluation surplus		538,806	538,786
Retained surplus		2,609,374	2,469,308
Total community equity		3,148,180	3,008,094

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

* 2020 balances have been restated to reflect the adjustments detailed in notes 1(g) and 28.

Statement of Changes in Equity
for the year ended 30 June 2021

	Notes	Asset revaluation surplus \$'000	Retained surplus \$'000	Total equity \$'000
2021				
Opening balance		538,786	2,469,308	3,008,094
Net result		-	138,260	138,260
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus	15	20	-	20
- Share of other comprehensive income of associates	13	-	82	82
- Share of other prior period adjustment of associates	13	-	1,724	1,724
Other comprehensive income		20	1,806	1,826
Total comprehensive income		20	140,066	140,086
Balance as at 30 June 2021		538,806	2,609,374	3,148,180

	Notes	Asset revaluation surplus \$'000	Retained surplus \$'000	Total equity \$'000
2020				
Opening Balance		482,967	2,301,924	2,784,891
Correction of prior period error	28	-	1,441	1,441
Assets not previously recognised		-	9,385	9,385
Adjustment on initial application of AASB 15 / AASB 1058		-	(4,577)	(4,577)
Adjustment on initial application of AASB 16		-	(90)	(90)
Revised opening balance (as at 1/7/19)		482,967	2,308,083	2,791,050
Net Result for the Year		-	163,656	163,656
Correction of prior period errors	28	-	(4,260)	(4,260)
Revised Net Result		-	159,396	159,396
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus	15	55,819	-	55,819
- Share of comprehensive income of associates	13	-	(109)	(109)
- Share of other prior period adjustment of associates	13	-	1,938	1,938
Other comprehensive income		55,819	1,829	57,648
Total comprehensive income		55,819	161,225	217,044
Balance as at 30 June 2020		538,786	2,469,308	3,008,094

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

Ipswich City Council

Statement of Cash Flows for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
Cash flows from operating activities			
Receipts from customers		255,443	239,297
Payments to suppliers and employees		<u>(215,496)</u>	<u>(193,737)</u>
		39,947	45,560
<u>Receipts:</u>			
Interest received		2,397	4,777
Non capital grants and contributions		14,054	12,769
Urban Utilities tax equivalents		10,268	9,968
<u>Payments:</u>			
Borrowing costs		(13,426)	(13,797)
Net cash - operating activities	26	<u>53,240</u>	<u>59,277</u>
Cash Flows from investing activities			
<u>Receipts:</u>			
Proceeds from sale of property, plant and equipment		1,171	1,633
Distributions received from associates		19,433	19,433
Grants, subsidies, contributions and donations		42,309	28,641
<u>Payments:</u>			
Net transfer (to) from cash investment		47,000	15,000
Payments for investment property		(5,228)	(735)
Payments for property, plant and equipment		(164,624)	(178,516)
Payments for intangible assets		(4,952)	(1,746)
Net cash - investing activities		<u>(64,891)</u>	<u>(116,290)</u>
Cash flows from financing activities			
<u>Receipts:</u>			
Proceeds from borrowings		102,090	57,100
<u>Payments:</u>			
Repayment of borrowings		(59,094)	(27,146)
Repayments made on leases (principal only)		(589)	(640)
Net cash flow - financing activities		<u>42,407</u>	<u>29,314</u>
Net increase/(decrease) for the year		<u>30,756</u>	<u>(27,699)</u>
plus: cash and cash equivalents - beginning		153,199	180,898
Cash and cash equivalents - closing	10	<u>183,955</u>	<u>153,199</u>

The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 1. Information about these financial statements

(1.a) Basis of preparation

These general purpose financial statements are for the period 1 July 2020 to 30 June 2021 and have been prepared in accordance with the requirements of the *Local Government Act 2009*, *Local Government Regulation 2012*, Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board.

Council is a not-for-profit entity for financial reporting purposes and complies with Accounting Standards as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention, except as stated.

(1.b) Controlled Entities

The council and its controlled entities together form the economic entity. Controlled entities have not been consolidated because they are not considered material. All of council's controlled entities are audited by the Auditor-General of Queensland. Refer to note 31.

(1.c) Constitution

The Ipswich City Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

(1.d) New and revised Accounting Standards adopted during the year

Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2020, none of the standards had a material impact on reported position, performance and cash flows.

(1.e) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2021, these standards have not been

adopted by council and will be included in the financial statements on their effective date.

The following identifies new and amended Australian Accounting Standards, and Interpretations. Where the standard is expected to have a material impact for council then further information has been provided in this note.

- In April 2021, the International Financial Reporting Standards Interpretation Committee (IFRIC) issued a final agenda decision, *Configuration or customisation in a cloud computing arrangement*. The decision discusses whether configuration or customisation expenditure relating to cloud computing arrangements is able to be recognised as an intangible asset and if not, over what period the expenditure is expensed.

Council's accounting policy has historically been able to capitalise costs relating to cloud computing arrangements as intangible assets in the Statement of Financial Position. The adoption of this agenda decision could result in a reclassification of these intangible assets to either a prepaid asset in the Statement of Financial Position and/or recognition as an expense in the Statement of Comprehensive Income, impacting both current and/or prior periods presented.

The impact of the change is not reasonably estimable as Council has yet to commence its assessment of the impact of the IFRIC agenda decision and whether the impact is material.

(1.f) Estimates and Judgements

The financial statements are subject to the use of estimates and judgements. The estimates and judgements that have a significant effect or risk of causing an adjustment to the carrying amounts of assets and liabilities relate to:

- Revenue recognition - note 3
- Non-current assets held for sale - note 12
- Valuation of investment property - note 14
- Valuation and depreciation of property, plant & equipment - note 15

Notes to the Financial Statements for the year ended 30 June 2021

Note 1. Information about these financial statements (continued)

- Impairment of property, plant and equipment - note 15
- Provisions - note 21
- Contingent liabilities - note 24
- Financial instruments and financial liabilities - note 29

(1.g) Rounding and Comparatives

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standards.

Comparatives have been amended as a result of no longer presenting consolidated statements and the council column now equity accounts for the investment in Urban Utilities which was recognised in the consolidated column last year. This has resulted in an amendment to the 2020 council column for investments in associates of \$430.127m (previously \$310.29m) in the Statement of Financial Position and the gross share of profit in Urban Utilities of \$27.331m (previously \$19.433m) in the Statement of Comprehensive Income. Refer to note 13.

The controlled entities financials reported in last year's consolidated column will be included in the existing note for 'Controlled entities that have not been consolidated'. Refer to note 31.

The financial statements are in Australian dollars and have been rounded to the nearest \$1,000 unless otherwise stated.

The council uses the Australian Dollar as its functional currency and its presentation currency.

(1.h) Volunteer Services

Council considers volunteer services as community or value add services for the Ipswich area. However, council does not recognise revenue from volunteer services as council would not have purchased the services if not donated and it is not considered material.

(1.i) Taxation

Council is exempt from income tax, however council is subject to Fringe Benefits Tax, Goods and Services Tax (GST) and Payroll Tax on certain activities. The net amount of GST recoverable from the Australian Taxation Office (ATO) or payable to the ATO is shown as an asset or liability respectively.

(1.j) COVID-19

Council's operations for the year ended 30 June 2021 have been impacted by the COVID-19 pandemic. The following steps were taken by council in response to the pandemic during the year:

- Pandemic leave to support employees who were required to self-isolate or were unable to perform their duties during lock down periods.
- Waived the collection of licence and permit revenue from 1 March 2020 to 30 September 2020.
- Continuation of temporary changed payment terms from 30 to 7 days for creditors.
- Additional impairment of receivables specifically due to COVID impacts.
- Rates relief provided short-term and immediate relief to all ratepayers. The discount and due date for payment of the April -June 2020 quarterly rates notice was extended from 14 May 2020 to 18 June 2020. The ongoing impact to interest revenue, due to rate relief, is considered to be minor.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2(a). Council functions - component descriptions

Details relating to the council's functions / activities as reported in Note 2(b) are as follows:

Coordination and Performance

Across council and with our stakeholders the department leads, advises, collaborates, coordinates, facilitates, communicates and monitors to deliver on council's objectives for the community, in the branch areas of performance (program management, corporate planning and external grants); communications and engagement (media, corporate communications, community engagement) and executive services to our elected representatives.

Corporate Services

This department assists council across a wide range of areas to ensure its outcomes are met, particularly in relation to expenditure and financial management. The department also manages the rules, relationships, policies, people and culture, information technology, systems and processes within council, ensuring compliance is exercised and maintained.

Community, Cultural and Economic Development

This department's primary objective is to strengthen and contribute to the sense of community, and to enhance the lives of the city's residents and visitors through implementation and development of innovative programs and services.

Infrastructure and Environment

The department manages council's roads, traffic systems, buildings, parks, drains and natural areas. Management of council's environmental and sustainability responsibilities includes conservation, waste, stormwater, cultural heritage and emergency events. Our capital works program reflects our community vision and priorities, ensuring we deliver a safe, inclusive and connected community that keeps our city growing and protects the environment we all value.

Planning and Regulatory Services

This department's objective is to manage growth and development in a socially, ecologically and economically sustainable way to meet the needs of the community. Also, the department's objective is to ensure the health, environment and safety of the city is protected and enhanced through the utilisation of reasonable and appropriate compliance approaches.

Ipswich Waste Services

Ipswich Waste Services is a commercialised Type 2 waste services business activity within council. Primarily funded from the waste management utility charge, the overall objective is to provide commercially focused waste services to the community in accordance with the Charter and Establishment Agreement, the Customer Charter and the Annual Operating Agreement.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 2(b). Council functions - analysis of results by function

Functions	Gross program income						Total income	Gross program expenses		Total expenses	Net Result from recurring operations	Net result	Total assets
	Recurring		Other		Capital			Recurring	Capital				
	Grants	Other	Grants	Other	Grants	Other							
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2021													
Coordination and Performance	-	742	-	-	-	742	\$'000	(14,091)	(2,902)	(16,993)	(13,349)	(16,251)	60,372
Corporate Services	5,128	225,554	-	-	-	230,682	(62,852)	-	(62,852)	167,830	167,830	167,830	4,747
Community, Cultural and Economic Development	3,532	2,823	-	857	-	7,212	(38,480)	(68)	(38,548)	(32,125)	(31,336)	(31,336)	3,637
Infrastructure and Environment	4,633	26,162	17,962	130,331	-	179,088	(156,462)	(11,059)	(167,521)	(125,667)	(11,566)	(11,566)	2,746,603
Planning and Regulatory Services	489	20,564	-	-	-	21,053	(27,593)	-	(27,593)	(6,540)	(6,540)	(6,540)	211
Ipswich Waste Services	205	44,944	-	-	-	45,149	(32,157)	(1)	(32,158)	12,992	12,992	12,991	16,656
Eliminations and Unallocated Assets	-	(23,953)	-	-	-	(23,953)	23,952	(1)	23,952	-	-	-	781,295
Total Council	13,987	296,836	17,962	131,188	459,973	459,973	(307,683)	(14,030)	(321,713)	3,141	138,260	138,260	3,613,521
Functions	Gross program income						Total income	Gross program expenses		Total expenses	Net Result from recurring operations	Net result	Total assets
	Recurring		Other		Capital			Recurring	Capital				
	Grants	Other	Grants	Other	Grants	Other							
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2020													
Coordination and Performance	-	722	-	930	1,652	(10,612)	(4,743)	(15,355)	(9,890)	(9,890)	(13,703)	(13,703)	123,085
Corporate Services	5,064	213,935	-	-	218,999	(63,745)	3	(63,742)	155,254	155,254	155,257	155,257	1,004
Community, Cultural and Economic Development	2,519	3,315	-	1,077	6,911	(36,509)	(159)	(36,668)	(30,675)	(30,675)	(29,757)	(29,757)	2,608
Infrastructure and Environment	3,932	34,403	7,400	151,396	197,131	(147,948)	(4,536)	(152,484)	(109,613)	(109,613)	44,647	44,647	2,630,647
Planning and Regulatory Services	308	18,167	-	-	18,475	(24,429)	(25)	(24,454)	(5,954)	(5,954)	(5,979)	(5,979)	185
Ipswich Waste Services	853	41,920	-	-	42,773	(33,811)	(31)	(33,842)	8,962	8,962	8,931	8,931	14,194
Eliminations and Unallocated Assets	-	(26,413)	-	-	(26,413)	26,413	-	26,413	-	-	-	-	657,930
Total Council	12,676	286,049	7,400	153,403	459,528	(290,641)	(9,491)	(300,132)	8,084	8,084	159,396	159,396	3,429,653

Notes to the Financial Statements
for the year ended 30 June 2021

Note 3. Revenue

Notes	2021 \$'000	2020 \$'000
(a). Rates, levies and charges		
General rates and charges	189,015	178,306
Garbage charges	33,079	31,151
Property related charges	4,380	4,338
Total rates and utility charge revenue	<u>226,474</u>	<u>213,795</u>
Less: discounts	(9,690)	(9,560)
Less: pensioner remissions	(2,018)	(1,828)
<u>TOTAL RATES, LEVIES AND CHARGES</u>	<u>214,766</u>	<u>202,407</u>

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

(b). Fees and charges

Town planning and development charges	14,698	14,033
Traffic regulation fees and charges	2,457	3,263
Refuse fees	8,705	8,004
Health regulation and animal control	3,462	1,285
Other administrative charges	1,873	1,834
Other fees and charges	448	442
<u>TOTAL FEES AND CHARGES</u>	<u>31,643</u>	<u>28,861</u>

Revenue arising from fees and charges is recognised at the point in time when the performance obligation is completed and the customer receives the benefit of the goods or services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, upon lodgement of the relevant application or documents. There is no material obligation for council in relation to refunds or returns.

Licences granted by council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 3. Revenue (continued)

Notes	2021 \$'000	2020 \$'000
(c) Grants, subsidies, contributions and donations		
(i) Operating		
General purpose grants	8,343	7,960
State government subsidies and grants	5,644	4,716
Contributions	67	93
<u>TOTAL RECURRENT GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u>	<u>14,054</u>	<u>12,769</u>
(ii) Capital		
State government subsidies and grants	8,797	5,072
Commonwealth government subsidies and grants	9,165	2,328
Developer contributions - for capital purposes	24,347	21,241
Contributions of physical assets	81,508	131,094
<u>TOTAL CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u>	<u>123,817</u>	<u>159,735</u>

(iii) Timing of revenue recognition for grants, subsidies, contributions and donations

	2021		2020	
	Revenue recognised at a point in time \$'000	Revenue recognised over time \$'000	Revenue recognised at a point in time \$'000	Revenue recognised over time \$'000
Grants and subsidies	17,765	14,184	17,392	2,684
Contributions	24,414	-	21,334	-
Contributions of physical assets	81,508	-	131,094	-
	<u>123,687</u>	<u>14,184</u>	<u>169,820</u>	<u>2,684</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Revenue (continued)

(c) Grants, subsidies, contributions and donations (continued)

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

The performance obligations vary in each agreement but include completion of deliverables or services. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control. Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, revenue is recognised using either costs or time incurred.

Grant income under AASB 1058

Where council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income then is recognised for any remaining asset value at the time that the asset is received.

Donations and contributions

Assets arising from grants in the scope of AASB 1058 are recognised at the assets fair value when the asset is received. Physical assets contributed to council by developers in the form of land, road works, stormwater and park equipment are recognised as revenue when council obtains control of the asset and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised as non-current assets. Those below the thresholds are recorded as expenses.

Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the council.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Revenue (continued)

(c) Grants, subsidies, contributions and donations (continued)

Capital grants

Capital grants received to enable council to acquire or construct an item of property, plant and equipment to identified specifications, which will be under council's control, and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

Note 4. Interest and other income

	Notes	2021 \$'000	2020 \$'000
(a). Other income			
Dividend		367	316
Other sundry receipts		3,949	6,496
Rental of facilities		2,348	2,389
Urban Utilities tax equivalents revenue		10,268	9,968
<u>TOTAL OTHER INCOME</u>		<u>16,932</u>	<u>19,169</u>

Dividends are recognised once they are formally declared by the directors of the controlled entity.

(b). Interest received

Interest received from investments		1,525	4,063
Interest from overdue rates and utility charges		566	466
<u>TOTAL INTEREST RECEIVED</u>		<u>2,091</u>	<u>4,529</u>

Interest received from bank and term deposits is accrued over the term of the investment.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Capital income

	Notes	2021 \$'000	2020 \$'000
(a) Gain / loss on disposal of non-current assets			
Proceeds from the disposal of property, plant and equipment		1,163	1,633
Less: Carrying value of disposed property, plant and equipment	15	(1,113)	(1,495)
		<u>50</u>	<u>138</u>
Proceeds from the disposal of artworks		8	-
Less: Carrying value of disposed artworks	15	(74)	-
		<u>(66)</u>	<u>-</u>
Gain / loss on disposal of non-current assets		<u>(16)</u>	<u>138</u>
(b) Revaluations			
Revaluation increment of property, plant and equipment reversing previous revaluation decrement	15	24,492	-
Revaluation increment relating to investment property	14	-	930
		<u>24,492</u>	<u>930</u>
<u>TOTAL CAPITAL INCOME</u>		<u>24,476</u>	<u>1,068</u>

Council depleted its asset revaluation surplus for roads, bridges and footpaths in the 2015-16 financial year, and a \$75.1m revaluation decrement was recognised. In accordance with Australian Accounting Standards, the revaluation increment in 2020-21 has been recognised as revenue in the Statement of Comprehensive Income, as a reversal of the revaluation decrement.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Employee benefits

	Notes	2021 \$'000	2020 \$'000
Wages and salaries		95,677	88,340
Councillors remuneration		1,204	258
Annual, sick and long service leave entitlements		11,443	10,973
Superannuation	25	11,998	10,862
Workers compensation insurance		1,091	1,014
Fringe benefits tax (FBT)		89	217
Termination benefits		2,532	1,148
		<u>124,034</u>	<u>112,812</u>
Less: capitalised employee expenses		(14,525)	(13,114)
<u>TOTAL EMPLOYEE BENEFITS</u>		<u><u>109,509</u></u>	<u><u>99,698</u></u>

Employee benefit expenses are recorded when the service has been provided by the employee. Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

Further compensation details are disclosed in Note 33 (d) for key management personnel.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 7. Materials and services

	Notes	2021 \$'000	2020 \$'000
Advertising, marketing and promotion		1,923	2,035
Audit fees		409	307
Communications		1,233	1,474
Consultants		5,267	7,171
Contractors		38,796	37,905
Donations paid		1,794	1,224
Repairs and maintenance		7,693	10,924
Rentals - operating leases		113	622
Insurance		1,651	1,335
Goods and services		17,002	15,408
Legal		4,787	3,403
Materials		5,449	8,117
Utilities		11,051	11,861
Rentals		1,070	1,444
General expenses		3,331	2,459
Bad debts written off		(250)	279
Less: capitalised expenses		(1,498)	(1,814)
<u>TOTAL MATERIALS AND SERVICES</u>		<u>99,821</u>	<u>104,154</u>

Expenses are recorded on an accruals basis as council receives the goods or services.

Total audit fees quoted by the Queensland Audit Office relating to the 2020-21 financial statements are \$275,000 for council and \$297,700 for the group. While in 2020, total audit fees were \$275,000 for council and \$297,700 for the group.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Finance costs

	Notes	2021 \$'000	2020 \$'000
Finance costs charged by the Queensland Treasury Corporation		12,672	13,067
Bank charges		564	535
Interest on leases		53	54
Early repayment adjustment on loan		3,997	-
<u>TOTAL FINANCE COSTS</u>		<u>17,286</u>	<u>13,656</u>

Further details in Note 20 about refinancing loan with Queensland Treasury Corporation.

Note 9. Capital expenses

(a) Loss on impairment

Investment properties	14	2,902	1,548
Impairment losses recognised		<u>2,902</u>	<u>1,548</u>

Key judgements and estimates

In assessing impairment, management estimates the recoverable amount of each asset, based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

(b) Provision for restoration costs

Restoration of landfill sites	21	4,690	-
		<u>4,690</u>	<u>-</u>

The discount rate adjustment to the quarry rehabilitation liability was adjusted against expenses as there was an insufficient asset revaluation surplus in the relevant asset class.

(c) Revaluation decrement

Downwards revaluation of investment property	14	-	3,196
		<u>-</u>	<u>3,196</u>

(d) Other capital expenses

Loss on write-off of assets	15	6,438	4,747
		<u>6,438</u>	<u>4,747</u>

<u>TOTAL CAPITAL EXPENSES</u>		<u>14,030</u>	<u>9,491</u>
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Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 10. Cash, cash equivalents and investments

	Notes	2021 \$'000	2020 \$'000
(a) Cash and cash equivalents			
Cash at bank and on hand		9,020	5,910
Deposits at call		174,935	147,289
Total cash and cash equivalents		<u>183,955</u>	<u>153,199</u>
(b) Investments			
Current			
Term deposits		-	47,000
Total current investment		<u>-</u>	<u>47,000</u>
Non-Current			
Share in controlled entities and other entities		100	100
Participation rights in Urban Utilities	13	441,018	430,127
Total non-current investments		<u>441,118</u>	<u>430,227</u>
TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS		<u>625,073</u>	<u>630,426</u>
Restricted cash and cash equivalents			
Cash and cash equivalents		183,955	153,199
Less: externally and internally imposed restrictions on cash		(4,650)	(5,234)
Unrestricted cash		<u>179,305</u>	<u>147,965</u>
Council's cash and cash equivalents are subject to a number of internal allocations and external restrictions that limit amounts available for discretionary or future use. These include:			
Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:			
Unspent government grants and subsidies		79	136
Total externally imposed restrictions on cash assets		<u>79</u>	<u>136</u>
Internal allocations of cash at the reporting date:			
Future recurrent expenditure		4,571	5,098
Total internally allocated cash		<u>4,571</u>	<u>5,098</u>
Total restricted cash		<u>4,650</u>	<u>5,234</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 10. Cash, cash equivalents and investments (continued)

Internal allocations of cash may be lifted by a council with a resolution.

Cash, deposits at call and investments are held with financial institutions with a credit rating AA+ to BBB+. Cash and cash equivalents in the statement of cash flows include cash on hand, all cash and cheques received but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments that are readily convertible to cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

Investments in the form of fixed term deposits are carried at amortised cost as they meet the test of solely payments of principal and interest (SPPI). All term deposits are held to maturity.

To maximise returns in the current very low interest rate environment, council restructured its investment portfolio. As a result during 2020-2021 Council moved cash previously invested in term deposits to deposits at call.

Investments intended to be held longer than 12 months are non-current. Council policy limits the total amount of investments permitted to be lodged with any one financial institution to not more than 25% (except in the case of the Queensland Treasury Corporation (QTC) cash fund) of total investments with authorised financial institutions. This policy is part of council's overall strategy to minimise exposure to interest rate and credit risk whilst pursuing higher investment returns.

Investments in financial instruments are invested with QTC or similar State/Commonwealth financial institutions in Australia.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 11. Receivables

	2021	2020
	\$'000	\$'000
Current		
Rates and charges	4,596	4,061
Trade and accrued debtors	12,324	15,133
GST recoverable	2,731	3,278
Accrued revenues		
- Interest on investments	70	376
- Interest on debts	672	434
Loss allowance - Trade Debtors	(92)	(284)
<u>TOTAL CURRENT RECEIVABLES</u>	<u>20,301</u>	<u>22,998</u>

Movement in accumulated impairment losses is as follows:

Opening balance at 1 July	284	112
Additional impairments recognised	518	633
Less		
Impairment debts written off during the year	(59)	(108)
Impairments reversed	(651)	(353)
Balance at the end of the year	<u>92</u>	<u>284</u>

Receivables are amounts owed to council at year end. They are recognised at the amounts due at the time of sale or service delivery. Settlement is generally within 30 days from the invoice date. The collectability of receivables is assessed periodically for impairment. All known bad debts were written-off at 30 June. Refer also to Note 29 for further information about credit risk.

Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

Interest is charged on outstanding rates (8.53% per annum from 1 July 2020, previously 9.83% per annum). No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 12. Non-current assets held for sale

	Notes	2021 \$'000	2020 \$'000
Non-current assets held for sale			
Land		8,513	8,513
Buildings		12,137	12,137
Plant and equipment		100	-
		<u>20,750</u>	<u>20,650</u>
Total non-current assets held for sale - classified as current			
Reconciliation of non-current assets held for sale			
Opening balance		<u>20,650</u>	<u>1,370</u>
less: assets no longer classified as held for sale	15	-	(1,370)
plus new transfer in:			
Assets held for sale from property, plant and equipment	15	<u>100</u>	<u>20,650</u>
		<u>20,750</u>	<u>20,650</u>
Closing balance of held for sale non-current assets and operations			

Council is committed to sell land, buildings and plant and equipment located in the central business district of Ipswich which is expected to be settled in 2021-2022. The land and buildings are valued at fair value less cost to sell.

Land and buildings located at 3 Foote Lane, 82 Limestone Street, 37 South Street, 40 South Street, 50 South Street and 56 South Street Ipswich were valued at market value due to the intended sale to West Moreton Hospital and Health Service based on a signed memorandum of understanding. The market value is the negotiated and agreed proposed purchase price based on independent valuations prepared for Ipswich City Council by Savills Valuation Pty Ltd as at the 23 March 2020 and independent valuations prepared for West Moreton Hospital and Health Service. The comprehensive valuations were undertaken during which Savills physically inspected the assets and the valuations are based on the capitalisation approach (market yield) and direct comparison.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 13. Interests in other entities

Council has incorporated the following associates into its financial statements.

Net carrying amounts - Council's share

Entity	Trading Name	Nature of relationship	Measurement method	Place of business	Interest in ownership
Central SEQ Distributor-Retailer Authority	Urban Utilities	Associate	Equity	Brisbane	12.222%
Total carrying amounts - joint ventures and associated entities					12.222%

Council holds participation rights of 12.222% in Urban Utilities (formerly Queensland Urban Utilities) which is a minority interest. Council is considered to have a significant influence over Urban Utilities and as such these assets are considered to be an investment in an associate. In applying the equity method the investment in Urban Utilities is initially recognised at cost and adjusted thereafter to recognise Council's share of the net profit and other comprehensive income of Urban Utilities. (Refer to Note 10.) Developer contributions for water and sewerage are held in trust and forwarded to Urban Utilities at month end.

	Council	
	2021	2020
	\$'000	\$'000
Reconciliation of the carrying amount		
Opening net assets (1 July)	430,127	420,399
Prior period adjustment	1,724	1,938
Profit/(loss) for the period	28,518	27,331
Participation return paid	(19,433)	(19,432)
Share of other comprehensive income	82	(109)
Closing net assets	441,018	430,127
	2021	2020
	\$'000	\$'000
Extract from the associate's statement of financial position		
Current assets	300,703	323,955
Non-current assets	6,350,347	6,092,037
Current liabilities	306,688	363,742
Non-current liabilities	2,735,985	2,532,968
Net assets	3,608,377	3,519,282
Share of associates net assets	441,018	430,127
Extract from the associate's statement of comprehensive income		
Revenue	1,435,703	1,437,433
Net profit	233,332	223,619
Other comprehensive income	673	(1,967)
Total comprehensive income	234,005	221,652
	2021	2020
	\$'000	\$'000
Transactions with associate		
Amounts received or receivable by council from Urban Utilities	8	9
Amounts paid or payable by council to Urban Utilities	4,207	3,882
Tax received and receivable (Urban Utilities operates under a tax equivalent regime)	10,268	9,968
Dividends received and accrued	19,433	19,433
Water and sewerage contributions held in trust and forwarded to Urban Utilities at month end	21,868	15,732

All amounts are exclusive of GST.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 14. Investment property

	Notes	2021 \$'000	2020 \$'000
Fair value at beginning of financial year		15,604	17,135
Revaluation increment	5	-	930
Revaluation decrement	9	-	(3,196)
Total revaluation adjustment to net profit		-	(2,266)
Additions and work in progress		8,129	2,283
Impairment loss on work in progress		(2,902)	(1,548)
<u>TOTAL INVESTMENT PROPERTY</u>		<u>20,832</u>	<u>15,604</u>

Investment properties are located at 2 Bell Street Ipswich, Ipswich City Square and 5 Union Place Ipswich. Council's intention is to earn income from these properties.

Investment property is initially recognised at cost (including transaction costs) and subsequently at fair value. Investment property will be revalued each financial year. Gains or losses arising from changes in the fair value of investment property are recognised as income or expenses respectively for the period in which they arise. Investment property is not depreciated.

All investment properties were independently valued by Cardno (QLD) Pty Ltd on 30 June 2021. They were valued using the sales comparison approach. Sales prices of comparable land sites in close proximity were adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square metre.

Investment buildings under construction are included within the investment property category of \$8,129,833 (2020: \$2,283,653). Investment buildings under construction are measured at fair value, unless fair value cannot be reliably determined for an individual property (in which case, the property is measured at cost until fair value can be reliably determined). Impairment of investment buildings under construction has been recorded when the estimated carrying amount exceeds the estimated recoverable amount. The impairment loss is recognised as an Expense in the Statement of Comprehensive Income.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 15. Property, plant and equipment

30 June 2021	Measurement basis	Note	Capital work in progress		Land		Land improvements		Buildings and structures		Plant and equipment		Roads, bridges and footpaths		Flooding and drainage		Artworks		Total	
			\$'000	Cost	\$'000	Fair value	\$'000	Cost	\$'000	Fair value	\$'000	Cost	\$'000	Fair value	\$'000	Cost	\$'000	Fair value		\$'000
	Opening gross balance		180,479	339,936	57,338	619,136	130,525	1,416,100	918,220	5,129	3,666,863									
	Additions*		-	721	3,273	154,231	8,448	32,479	9,839	108	209,099									
	Contributed assets		-	7,255	2,698	15,480	1,579	35,071	19,416	9	81,508									
	Disposals	5 9	-	-	-	-	(3,549)	-	-	(74)	(3,623)									
	Write-offs	9	-	(721)	-	(1,107)	(7,821)	(7,246)	(1,615)	(2)	(18,512)									
	Reversal of prior period reval. decrements to P/L	5	-	-	-	20	-	9,670	-	-	9,670									
	Revaluation increments to equity (ARS)		-	-	-	-	(100)	-	-	-	20									
	Transfers from/(to) held for sale category	12	-	-	-	-	-	-	-	-	-									
	Transfers from/(to) intangible assets	16	-	-	-	-	-	-	-	-	-									
	Transfers between classes		5,153	-	-	303	-	(303)	-	-	-									
	Capital expenditure during the year		228,842	-	-	-	-	-	-	-	-									
	Transfer from capital expenditure to additions and contributed assets		(282,842)	-	-	-	-	-	-	-	-									
	Capital expenditure written off to expense		(1,958)	-	-	-	-	-	-	-	-									
	Total gross value of property, plant and equipment		129,674	347,191	63,309	788,063	129,082	1,485,771	945,860	5,170	3,894,120									
	Opening accumulated depreciation and impairment		-	-	-	272,481	67,617	404,036	217,331	-	961,465									
	Depreciation expense		-	-	-	18,359	12,776	35,172	9,259	-	75,566									
	Disposals	5 9	-	-	-	-	(2,436)	-	-	-	(2,436)									
	Write-offs	9	-	-	-	(539)	(6,976)	(3,876)	(684)	-	(12,075)									
	Reversal of prior period reval. decrements to P/L	5	-	-	-	-	-	(14,822)	-	-	(14,822)									
	Transfers between classes		-	-	-	8	-	(8)	-	-	-									
	Total accumulated depreciation of property, plant and equipment		-	-	-	290,309	70,981	420,502	225,906	-	1,007,698									
	Total net book value of property, plant and equipment		129,674	347,191	63,309	497,754	58,101	1,065,269	719,954	5,170	2,886,422									
	Other information																			
	Range of estimated useful life (years)		Not depreciated	Not depreciated	Not depreciated	1-100 years	1-45 years	1.5-100 years	15-100 years	Not depreciated										
	*Asset additions comprise																			
	Asset renewals		-	-	-	2,642	-	29,006	4,564	-	36,212									
	Other additions		-	7,976	5,971	167,069	10,027	38,544	24,691	117	254,395									
	Total asset additions		-	7,976	5,971	169,711	10,027	67,550	29,255	117	290,607									

Note 15. Property, plant and equipment

30 June 2020	Measurement basis	Note	Capital work in progress		Land		Land improvements		Buildings and structures *		Plant and equipment		Roads, bridges and footpaths		Flooding and drainage		Artworks		Total
			\$'000	Cost	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	
	Opening gross balance		109,968		320,693	38,321	527,475	123,738	1,319,001	850,073	4,700								3,293,969
	Correction to opening balance		(4,260)		-	-	38,530	-	1,362	-	-	-	-	-	-	-	-	-	35,632
	Additions*		-	510	6,458	3,154	14,888	12,741	51,433	14,612	141	141	141	141	141	141	141	141	97,479
	Contributed assets		-	-	-	15,863	27,601	1,533	46,588	37,016	295	295	295	295	295	295	295	295	135,354
	Disposals	5 9	-	-	-	-	-	(4,208)	-	-	-	-	-	-	-	-	-	-	(4,208)
	Write-offs	9	-	(685)	-	-	(3,296)	(6,042)	(2,284)	(520)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(12,829)
	Revaluation increments to equity (ARS)		-	20,103	-	-	12,641	-	-	17,039	-	-	-	-	-	-	-	-	49,783
	Transfers from/(to) held for sale category	12	-	(7,143)	-	-	(12,137)	-	-	-	-	-	-	-	-	-	-	-	(19,280)
	Transfers from/(to) intangible assets	16	-	-	-	-	-	(86)	-	-	-	-	-	-	-	-	-	-	(86)
	Transfers between classes		-	-	-	-	(2,844)	2,849	-	-	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	-
	Assets not previously recognised		-	-	-	-	16,278	-	-	-	-	-	-	-	-	-	-	-	16,278
	Capital expenditure during the year		345,040	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	345,040
	Transfer from capital expenditure to additions and contributed assets		(267,942)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(267,942)
	Capital expenditure written off to expense		(2,327)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,327)
	Total gross value of property, plant and equipment		180,479	339,936	57,338	619,136	130,525	1,416,100	918,220	5,129	3,666,863								3,666,863
	Opening accumulated depreciation and impairment		-	-	-	223,171	38,530	12,542	85	85	85	85	85	85	85	85	85	85	866,852
	Correction to opening balances		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38,615
	Depreciation expense		-	-	-	-	11,251	(2,633)	33,345	8,803	-	-	-	-	-	-	-	-	65,941
	Disposals	5 9	-	-	-	-	-	(2,633)	-	-	-	-	-	-	-	-	-	-	(2,633)
	Write-offs	9	-	-	-	-	(1,625)	(5,789)	(477)	(219)	-	-	-	-	-	-	-	-	(8,110)
	Revaluation increments to equity (ARS)		-	-	-	-	(6,337)	(57)	-	301	-	-	-	-	-	-	-	-	(6,036)
	Transfers from/(to) intangible assets	16	-	-	-	-	(693)	693	-	-	-	-	-	-	-	-	-	-	-
	Transfers between classes		-	-	-	-	6,893	-	-	-	-	-	-	-	-	-	-	-	-
	Assets not previously recognised		-	-	-	-	6,893	-	-	-	-	-	-	-	-	-	-	-	6,893
	Total accumulated depreciation and impairment property, plant and equipment		180,479	339,936	57,338	346,655	62,908	1,012,064	700,889	5,129	2,705,398								2,705,398
	Total net book value of property, plant and equipment																		
	Other information																		
	Range of estimated useful life (years)		Not depreciated	Not depreciated	Not depreciated	1-100 years	1-45 years	1.5-100 years	15-100 years	Not depreciated									
	*Asset additions comprise																		
	Asset renewals		-	-	-	3,281	-	-	29,848	4,105	-	-	-	-	-	-	-	-	37,234
	Other additions		-	6,968	19,017	39,208	14,274	68,173	47,523	436	436	436	436	436	436	436	436	436	195,599
	Total asset additions		-	6,968	19,017	42,489	14,274	98,021	51,628	436	436	436	436	436	436	436	436	436	232,833

* Buildings and structures had an offsetting adjustment of \$38,529,702 within the asset class. This is a result of the reversing 2020 accrual for the revaluation and the actual revaluation entry.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(a) Recognition

Purchases of property, plant and equipment are recognised as assets unless they are below the asset recognition threshold or maintenance expenditure. Individual assets valued below the asset recognition threshold are recognised as an asset if connected to a larger network, for example the buildings and other structures.

Council has adopted an asset recognition threshold of \$1 for land assets, \$1,000 for all non-infrastructure assets other than land and \$10,000 for all infrastructure assets. Capital additions below these thresholds are accordingly treated as an expense in the year of acquisition.

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by Queensland State Government and not recognised in the council financial statements.

(b) Measurement

Acquisitions of assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, architect's fees and engineering design fees and all other establishment costs. Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are also included in their cost.

Property, plant and equipment received in the form of contributions, for significantly less than fair value or as offsets to infrastructure charges are recognised as assets and revenue at fair value.

(c) Depreciation

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Land, land improvements, work in progress, artworks, road formations and formation work associated with the construction of detention basins are not depreciated as they have an unlimited useful life. Depreciation on other property, plant and equipment is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the council. Management believe the straight-line method appropriately reflects the pattern of consumption of all council assets.

Where assets have separately identifiable significant components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the council.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. The condition assessments performed as part of the annual valuation process for assets measured at written down current replacement cost are used to estimate the remaining useful lives of these assets at each reporting date.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(d) Impairment

Property, plant and equipment held at cost is assessed for indicators of impairment annually. If an indicator of possible impairment exists, the council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

(e) Valuation

Land, buildings and structures, artworks and infrastructure assets are measured on the revaluation basis, at fair value. Land improvements, plant and equipment and work in progress are measured at cost.

Non-current physical assets measured at fair value are revalued where required so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every five years. The valuer physically sights a representative sample of council assets across all asset classes. The asset's condition assessment can be determined by either council engineers or by the valuer depending on the asset being valued. The remaining useful life is based on the condition, or by assigning the actual remaining useful life based on replacement dates. In the intervening years, a desktop valuation is performed which involves council providing updated information to the valuer regarding any additions and disposals. The valuer then determines suitable indices to apply to each of the assets and where this results in a material movement for the asset class the indexation is taken up in the accounts.

Fair values are classified into three levels as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities,

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability either directly or indirectly,

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

There were no transfers between levels 1 and 2 during the year, nor between levels 2 and 3.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(e) Valuation (continued)

Land (level 2)

Land was revalued during 2020 by Cardno (QLD) Pty Ltd using the market value approach. A comprehensive valuation was undertaken which the valuer physically inspected land assets and used land indices derived from Cardno's assessment of movement in land prices based on sales evidence over the past 12 months. A desktop valuation for land was performed by Cardno as at the 30 June 2021.

Buildings and structures (level 3)

Buildings and structures were revalued using the current replacement cost method (including physical inspection) for the year ended 30 June 2020 by Cardno. Cardno's valuation methodology for buildings and structures included site visits and condition assessment. A comprehensive valuation was undertaken which the valuer physically inspected over 500 buildings and structures. A desktop valuation for buildings and structures was performed by Cardno as at 30 June 2021.

Where council's buildings are held to provide essential services to the community and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential including allowances for preliminaries and professional fees. The calculation for the current replacement cost method is based on Cardno's unit rate model. Cardno also assessed the remaining useful life of buildings and structures with calculations based on recent condition data collected by Cardno.

In determining the level of accumulated depreciation the asset has been disaggregated into significant components which exhibit different useful lives. Allowance has been made for the typical asset life cycle and renewal treatments of each component and the condition of the asset. Condition was assessed taking into account both physical characteristics as well as holistic factors such as functionality, capability, utilisation and obsolescence.

The unit rates based on square metres can be supported by recent construction costs, useful life, pattern of consumption and asset condition that are used to calculate accumulated depreciation comprise unobservable inputs. Where these other inputs are significant to the valuation the overall valuation has been classified as level 3.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(e) Valuation (continued)

Infrastructure assets (level 3)

Infrastructure assets capitalised in the current financial year are recognised at cost as council believes this approximates the fair value of these assets at reporting date. Donated and contributed infrastructure assets are recorded at fair value. Council carried out a comprehensive valuation of roads, bridges and footpath assets effective 30 June 2021 based on current replacement cost as supplied by Cardno (QLD) Pty Ltd. The current replacement cost is based on Cardno's unit rate model.

Roads, bridges and footpaths and flooding and drainage assets are valued using CRC. This comprises of the asset's current replacement cost less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the council's planning horizon.

The unit rates (labour and materials) and quantities applied to determine the current replacement cost (CRC) of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks. The condition assessment of roads is undertaken by an external consultant and managed by Council's Asset Management Section. The assessment includes a visual condition assessment and roughness / rutting survey which is undertaken every four years across the entire network. The CRC was determined using methods relevant to the asset class as described under individual asset categories below.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(e) Valuation (continued)

Roads, bridges and footpaths and drainage network - calculation of current replacement cost

Roads and footpaths

Current replacement cost (CRC)

A full valuation of roads and footpath assets was undertaken by independent valuers, Cardno, effective 30 June 2021. In valuing roads and footpath assets Cardno has adopted the condition assessments as provided by both council engineers and consultants. Council engineers use the SMEC Pavement Condition Index (SMEC PCI) to describe the overall condition of a sealed road segment.

Council categorises its road infrastructure into urban and rural roads and then further sub-categorises these into sealed and unsealed roads. Individual road segment lengths vary, however in general, urban roads are managed in segments of approximately 200m, while rural roads are managed in approximately 500m segments. All road segments are then componentised into formation, pavement and seal. Individual road pavement depths vary, however in general pavements are constructed to depths of approximately 670mm for high traffic areas and approximately 450mm for lower traffic locations.

Valuations have been undertaken for different categories based on road type such as sealed and unsealed. The valuer physically inspected 1% of the road network.

Accumulated Depreciation

In determining the level of accumulated depreciation roads were disaggregated into significant components which exhibited different useful lives, remaining useful lives were calculated based on either condition or by assigning the actual remaining useful life based on replacement dates provided by council.

Bridges

Current replacement cost (CRC)

A full valuation of bridge assets was undertaken by independent valuers, Cardno, effective 30 June 2021. In valuing bridges Cardno has adopted the condition assessments as provided by both council engineers and consultants. Each bridge is assessed individually, with the valuation varying according to the material type used for construction, the deck area, condition and modern equivalent asset.

The inspections of the condition of both vehicular and pedestrian bridges were carried out by a qualified engineering consulting firms in 2019 and 2018, respectively. Construction estimates were determined on a similar basis to roads and footpaths. The valuer physically inspected 82% of pedestrian bridges and all vehicle bridges.

Accumulated depreciation

In determining the level of accumulated depreciation, remaining useful lives were determined based on condition assessments.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(e) Valuation (continued)

Flooding and drainage

Current replacement cost (CRC)

A full valuation of flooding and drainage assets was undertaken by independent valuers, Cardno effective 30 June 2018. Flooding and drainage assets are segmented from pit (structure) to pit (structure) regardless of length.

A full valuation of detention basins was undertaken by independent valuers, Cardno effective 30 June 2020. Cardno's valuation methodology for detention basins used the CRC method that included the use of aerial imaging, drawings and plans.

A desktop valuation for flooding and drainage (including detention basins) was performed by Cardno as at the 30 June 2021.

Where drainage assets are located underground and physical inspection is not possible, the age, size, depth and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date.

Accumulated depreciation

In determining the level of accumulated depreciation, drainage assets were disaggregated into significant components which exhibited different useful lives.

Estimates of expired service potential and remaining useful lives were determined on a straight line basis based on industry standard practices and past experience, supported by maintenance programs.

Artworks (level 2)

A full valuation of artworks was undertaken by independent valuers, Ross Searle and Associates, effective 30 June 2019. The valuer made a full inspection of all artwork assets. A desktop valuation for artworks was performed by Ross Searle and Associates as at the 30 June 2021.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(e) Valuation (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index assessed	Other interim adjust.
Land (Level 2)	Market value	2020	Cardno (QLD) Pty Ltd	<ul style="list-style-type: none"> - Current zoning. - Sales evidence of comparable land sites in close proximity and adjusted for differences in key attributes. - Valuation based on price per square metre. 	QLD State Valuation Service 2021: 0 2020: 0 *	Nil
Buildings and Other Structures (Level 3)	Current replacement cost	2020	Cardno (QLD) Pty Ltd	<ul style="list-style-type: none"> - Unit rates derived from Cardno databases, Rawlinson's rates for building and construction, building price index tables, recent contract and tender data. 	Rawlinsons BPI 2021:1.028 2020: 1 *	Nil
Roads and Footpaths (Level 3)	Current replacement cost	2021	Cardno (QLD) Pty Ltd	<ul style="list-style-type: none"> - Unit rates are derived from Cardno databases, Rawlinson's rates, recent contract and tender data. - Greenfield assumption applied to CRC meaning full cost of replacement with a new asset. - Road segment is designed and constructed to the same standard and uses a consistent amount labour and materials. - Council assumes environmental factors such as soil type , climate and topography are consistent across each segment. - The valuer adopted the condition assessments provided by council engineers. Council engineers use the SMEC Pavement Condition Index (SMEC PCI) to describe the overall condition of a sealed road segment. SMEC PCI has a ranking of 10 for a road without defects and deducts points from this ranking depending on the annual average daily traffic and the level and type of distresses present. Types of distress includes National Association of Australian State Road (NAASRA) roughness count, percentages on seals (eg. cracked, wide cracks, area potholed and area ravelled) and mean rut depth in millimetre. 	Not applicable	Nil

* Council assessed the change in the reported index as immaterial and the index was not applied.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 15. Property, plant and equipment (continued)

(e) Valuation (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index assessed	Other interim adjust.
Bridges (Level 3)	Current replacement cost	2021	Cardno (QLD) Pty Ltd	<ul style="list-style-type: none"> - Unit rates are derived from Cardno databases, Rawlinson's rates, recent contract and tender data. - Greenfield assumption applied to CRC meaning full cost of replacement with a new asset. - Condition assessments are based on council engineers and consultants data. 	Not applicable	Nil
Flooding and Drainage (Level 3)	Current replacement cost	2018	Cardno (QLD) Pty Ltd	<ul style="list-style-type: none"> - Unit rates derived from Cardno databases, Rawlinson's rates for building and construction, building price index tables, scheduled rates for construction of asset or similar assets and recent contract and tender data. - Greenfield assumption applied to CRC meaning full cost of replacement with a new asset. - Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. - Construction estimates were determined on a similar basis to roads. 	Rawlinsons BPI 2021:1.028 2020: 1 *	Nil
Artworks (Level 2)	Market Value	2019	Ross Searle and Assoc.	<ul style="list-style-type: none"> - Observable market prices for similar assets or using comparable inputs of a similar class of asset were used for marketable cultural/heritage assets. 	Not applicable	Nil

* Council assessed the change in the reported index as immaterial and the index was not applied.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 16. Intangible assets

	Notes	2021 \$'000	2020 \$'000
Opening gross carrying value		50,506	51,470
Additions		4,952	1,746
Transfers from/(to) property, plant and equipment	15	-	86
Gross book value written off		-	(2,796)
Closing gross carrying value		<u>55,458</u>	<u>50,506</u>
Opening accumulated amortisation and impairment		(32,540)	(28,783)
Amortisation charges		(4,782)	(6,470)
Accumulated amortisation charges written off		-	2,770
Transfers from/(to) property, plant and equipment		-	(57)
Closing accumulated amortisation and impairment		<u>(37,323)</u>	<u>(32,540)</u>
Opening gross carrying value - WIP intangible assets		6,553	2,438
WIP expenditure		9,439	5,813
Transfer to additions		(4,952)	(1,746)
Written off to expense		(542)	-
Transfers from/(to) property, plant and equipment	15	(5,153)	48
Closing gross carrying value - WIP intangible assets		<u>5,345</u>	<u>6,553</u>
<u>TOTAL INTANGIBLE ASSETS</u>		<u><u>23,480</u></u>	<u><u>24,519</u></u>

Software assets are amortised on a straight line basis over an estimated life of 5 to 10 years.
Intangible assets primarily includes software systems developed for the operational use of council.

Note 17. Contract balances

(a) Contract assets

Contract assets	4,006	263
<u>TOTAL CONTRACT ASSETS</u>	<u><u>4,006</u></u>	<u><u>263</u></u>

(b) Contract liabilities

Funds received upfront to construct Council controlled assets	615	571
<u>TOTAL CONTRACT LIABILITIES</u>	<u><u>615</u></u>	<u><u>571</u></u>

Revenue recognised that was included in the contract liability balance at the beginning of the year

Funds to construct Council controlled assets	571	490
<u>Total revenue included in the contract liability</u>	<u><u>571</u></u>	<u><u>490</u></u>

Contract assets represents the excess of costs incurred in relation to a contract with the customer or construction of an asset over the amounts that council has invoiced the customer or the grantor. Where Council has invoiced the customer or the grantor amounts in excess of what it has incurred in relation to a contract or in constructing an asset, this gives rise to a contract liability.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 18. Leases

Council as a lessee

Council has leases in place over land, buildings and car parks. Council has applied the exception to lease accounting for leases of low-value assets and short-term leases.

Where council assesses that an agreement contains a lease, a right of use asset and lease liability is recognised on inception of the lease. The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured whether there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (eg. CPI).

	Land \$'000	Buildings \$'000	Car parks (including street ramp) \$'000	Total \$'000
Right of use assets				
2021				
Opening Balance	275	4,849	122	5,246
Additions to right-of-use assets	-	-	665	665
Depreciation charge	(55)	(584)	(80)	(719)
Balance at 30 June 2021	220	4,265	707	5,192
2020				
Adoption of AASB 16 at 1 July 2019	330	5,434	204	5,968
Depreciation charge	(55)	(585)	(82)	(722)
Balance at 30 June 2020	275	4,849	122	5,246
			2021	2020
			\$'000	\$'000
Lease liabilities				
Classified as:				
Current lease liability			589	640
Non-current lease liability			4,190	4,007
Total lease liabilities			4,779	4,647

Notes to the Financial Statements

for the year ended 30 June 2021

Note 18. Leases (continued)

The table below shows the maturity analysis of the lease liabilities based on contractual cash flows and therefore the amounts will not be the same as the recognised lease liability in the statement of financial position.

	< 1 year \$'000	1 to 5 years \$'000	> 5 years \$'000	Total \$'000	Total per statement of financial position \$'000
2021					
Lease liabilities	810	2,888	2,244	5,942	4,779
	<u>810</u>	<u>2,888</u>	<u>2,244</u>	<u>5,942</u>	<u>4,779</u>
2020					
Lease liabilities	769	2,766	2,246	5,781	4,647
	<u>769</u>	<u>2,766</u>	<u>2,246</u>	<u>5,781</u>	<u>4,647</u>

Leases at significantly below market value - concessionary / peppercorn leases

Council has eleven peppercorn leases for land. The use of the land under these leases include sports fields, playground, access strips, pedestrian subway, bikeway and CBD precinct. Council has applied the exemption from AASB 16 Leases for peppercorn leases.

Council as a lessor

When council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with *AASB 15 Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term.

Council does not have any finance leases.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 19. Payables

	2021	2020
Notes	\$'000	\$'000
Current		
Creditors	3,720	9,441
Accrued interest expense	444	581
Accrued wages and salaries	919	1,240
Accrued expenses	14,779	22,118
Other creditors	12,483	7,005
<u>TOTAL CURRENT PAYABLES</u>	<u>32,345</u>	<u>40,385</u>
Non-current		
Retention allowances	33	23
<u>TOTAL NON-CURRENT PAYABLES</u>	<u>33</u>	<u>23</u>

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.

Note 20. Borrowings

Current		
Loans - Queensland Treasury Corporation	36,458	33,099
<u>TOTAL CURRENT BORROWINGS</u>	<u>36,458</u>	<u>33,099</u>
Non-current		
Loans - Queensland Treasury Corporation	354,718	311,084
<u>TOTAL NON-CURRENT BORROWINGS</u>	<u>354,718</u>	<u>311,084</u>

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 20. Borrowings (continued)

	2021	2020
Notes	\$'000	\$'000
Reconciliation of loan movements for the year		
Loans - Queensland Treasury Corporation		
Opening balance at beginning of financial year	344,183	314,229
Loans raised	102,090	57,100
Early repayment adjustment	3,997	-
Principal repayments	<u>(59,094)</u>	<u>(27,146)</u>
Book value at end of financial year	<u>391,176</u>	<u>344,183</u>

The Queensland Treasury Corporation (QTC) loan market value at the reporting date was \$410,879,801. This represents the value of the debt if council repaid it at that date. As it is the intention of council to hold the debt for its term, no provision is required to be made in these accounts.

Council's debt policy for planned borrowings over the next nine years is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council aims to comply with QTC's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

All borrowings are in \$A denominated amounts and carried at amortised cost, interest being expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 June 2023 to 15 June 2041. Principal and interest repayments are made quarterly in arrears.

On 14 June 2021, the council received approval from the Treasurer to enter into a borrowing agreement with Queensland Treasury Corporation. These borrowings are unsecured and are repayable over time with full repayments to be made by 15 June 2041.

The borrowings included funds to refinance a current loan which was initially entered into by council to finance the activities of the former Ipswich City Properties Pty Ltd. The previous loan which was secured by real property was refinanced in June 2021 and the security was removed. The refinanced loan is guaranteed by the Queensland Government.

There have been no defaults or breaches of the loan agreement during the period.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 21. Provisions

	Notes	2021 \$'000	2020 \$'000
Current			
Annual leave		8,427	7,707
Long service leave		14,480	14,114
Provision for restoration costs		3,897	-
<u>TOTAL CURRENT PROVISIONS</u>		<u>26,804</u>	<u>21,821</u>
Non-current			
Long service leave		1,959	2,227
Provision for restoration costs		351	-
Provision for perpetual care fund		194	167
<u>TOTAL NON-CURRENT PROVISIONS</u>		<u>2,504</u>	<u>2,394</u>

A liability for annual leave is recognised. Amounts expected to be settled within 12 months are calculated on current wage and salary levels and includes related employee on-costs. Amounts not expected to be wholly settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs, and are discounted to present value. As council does not have an unconditional right to defer this liability beyond 12 months annual leave is classified as a current liability.

The provision for long service leave is measured as the present value of the estimated future leave payments for which council had an obligation to pay in respect of services provided by employees up to 30 June. The value of the liability is calculated using current pay rates and projected future increase in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the council's employment or other associated employment which would result in council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date and the result is discounted to present value. The interest rates attaching to Commonwealth Government guaranteed securities as at 30 June are used to discount the estimated future cash outflows to their present value. The provision is discounted using the Commonwealth Bond yield rates.

Where employees have met the prerequisite length of service and council does not have an unconditional right to defer the liability beyond 12 months long service leave is classified as a current liability regardless of when the actual settlement is expected to occur. Based on past experience, council does not expect all employees to take the full amount of accrued long service leave within the next twelve months. Otherwise it is classified as non-current.

The provision for restoration costs is the present value of the estimated cost of restoring the refuse disposal site at Whitwood Road to *Environmental Protection Act 1994* standards and other minor closed refuse sites. Management estimates that the rehabilitation of the Whitwood Road site is planned to be completed by 2023. The calculation of the provisions use assumptions including application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from the provision amounts currently recognised.

The provision recognised for the landfill sites is reviewed at least annually and updated based on the facts and circumstances available at the time and if material, restated in present values.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 22. Other liabilities

	Notes	2021 \$'000	2020 \$'000
Current			
Unearned rates revenue		4,686	4,238
Unearned revenue		592	293
Refunds		962	1,489
Other liabilities		120	120
<u>TOTAL CURRENT OTHER LIABILITIES</u>		<u>6,360</u>	<u>6,140</u>
Non-current			
Lease incentive liability		120	240
Other liabilities		605	1,155
<u>TOTAL NON-CURRENT OTHER LIABILITIES</u>		<u>725</u>	<u>1,395</u>

Note 23. Commitments for expenditure

Capital commitments (exclusive of GST)

Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:

Property, plant and equipment

Corporate Services - IT infrastructure	903	-
Planning and Regulatory Services - infrastructure	2,600	-
Infrastructure and Environment - infrastructure	15,993	64,852
Total commitments	<u>19,496</u>	<u>64,852</u>

These expenditures are payable as follows:

Within the next year	15,172	57,192
Later than one year and not later than 5 years	4,248	7,660
Later than 5 years	76	-
Total Payable	<u>19,496</u>	<u>64,852</u>

Note 24. Contingencies

(a) Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

The council is a member of the local government mutual liability self-insurance pool, Local Government Mutual (LGM) Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

The LGM financial statements as at 30 June 2020 (being latest) reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

The council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme the council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The council's maximum exposure to the bank guarantee is \$1,844,065 (2020: \$1,729,948).

Legal claims

The council is a defendant in a number of claims that arise as a result of the operations of the council and its ownership of public assets.

The council is of the opinion that the claims can be successfully defended. Information in respect of individual claims has not been disclosed on the basis that council considers such disclosures would seriously prejudice the outcome of the claim. As at the 30 June 2021 council had nil exposure for legal claims (2020: Nil).

With the above exception, there were no other known outstanding contingencies as at year end.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 25. Superannuation - regional defined benefit fund

Council contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the council.

Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme was undertaken as at 1 July 2018. The actuary indicated that "At the valuation date of 1 July 2018, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2021.

The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

	Notes	2021 \$'000	2020 \$'000
Superannuation contributions made to the Regional Defined Benefits Fund		737	780
Other superannuation contributions for employees		11,261	10,082
Total superannuation contributions paid by council for employees	6	<u>11,998</u>	<u>10,862</u>

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 26. Reconciliation of net result for the year to net cash inflow (outflow) from operating activities

	2021 \$'000	2020 \$'000
Net result	138,260	159,396
Non-cash items		
Depreciation and amortisation	81,067	73,133
Non cash capital grants and contributions	(81,508)	(131,094)
Impairment of investment properties	2,902	1,548
Reversal of prior period property, plant and equipment revaluation decrements	(24,492)	-
Changes in accounting policy	-	(4,667)
	<u>(22,031)</u>	<u>(61,080)</u>
Losses/(gains) recognised on fair value re-measurements through the Statement of Comprehensive Income		
Investment properties	-	2,266
Provision for restoration costs	4,690	-
	<u>4,690</u>	<u>2,266</u>
Investing and development activities		
Net (profit)/loss on disposal of assets	16	(138)
Loss on write-off of assets	6,438	4,747
Share of net (profits)/losses of associates	(28,518)	(27,331)
Cash capital grants and contributions	(42,309)	(28,641)
Early repayment adjustment on loan	3,997	-
	<u>(60,376)</u>	<u>(51,363)</u>
Changes in operating assets and liabilities:		
(Increase)/decrease in receivables	2,891	3,168
Increase/(decrease) in provision for doubtful debts	(192)	172
(Increase)/decrease in inventories	185	(160)
(Increase)/decrease in contract assets	(3,743)	(263)
(Increase)/decrease in other financial assets	(3,101)	(431)
Increase/(decrease) in payables	(8,030)	16,104
Increase/(decrease) in contract liabilities	44	571
Increase/(decrease) in other provisions	5,093	1,598
Increase/(decrease) in other liabilities	(450)	(10,701)
	<u>(7,303)</u>	<u>10,058</u>
Net cash inflow from operating activities	<u>53,240</u>	<u>59,277</u>

Notes to the Financial Statements
for the year ended 30 June 2021

Note 27. Reconciliation of liabilities arising from finance activities

	As at 30-Jun-20 \$'000	Change in accounting policy \$'000	Cashflows \$'000	Non-cash changes (new leases) \$'000	As at 30-Jun-21 \$'000
Borrowings	344,183	-	46,993	-	391,176
Lease liabilities	4,647	-	(533)	665	4,779
	<u>348,830</u>	<u>-</u>	<u>46,460</u>	<u>665</u>	<u>395,955</u>

	As at 30-Jun-19 \$'000	Change in accounting policy \$'000	Cashflows \$'000	Non-cash changes (new leases) \$'000	As at 30-Jun-20 \$'000
Borrowings	314,229	-	29,954	-	344,183
Lease liabilities	-	5,287	(640)	-	4,647
	<u>314,229</u>	<u>5,287</u>	<u>29,314</u>	<u>-</u>	<u>348,830</u>

Note 28. Correction of error

Previously unrecognised road, bridges and footpath assets with a net book value of \$1,276,137 were recognised as a prior period correction. These road, bridges and footpath assets were identified during the 2020-2021 valuation by Council through the reconciliation process.

Building assets and associated work in progress (WIP) relating to the Springfield Sports Stadium were recognised as donated revenue in 2020. However, included in the WIP was council's contribution of \$4,260,453 towards the construction of the stadium resulting in donated revenue being overstated. An adjustment was made to the 2020 period to reverse the \$4,260,453 from donated asset revenue and WIP.

Developer payment of \$164,392 received in 2017 was originally recognised as a bond and recognised in the trust account. In a review of the trust bonds register it was identified this was a developer contribution. Adjustment of \$164,392 was made to the cash at bank and equity account to recognise the 2017 revenue.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 28. Correction of error (continued)

These amounted to the following equity adjustments:

	2021 \$'000	2020 \$'000
- Adjustments to opening equity - 1/7/19 (relating to adjustments for the 30/6/19 reporting year end and prior periods)	-	1,441
- Adjustments to closing equity - 30/6/20 (relating to adjustment for the 30/6/20 year end)	-	(4,260)
Net value	-	(2,819)

	Notes	Previous 2020 \$'000	Correction \$'000	Restated 2020 \$'000
Statement of comprehensive income				
Grants, subsidies, contributions and donations	3 (c) (ii)	163,995	(4,260)	159,735
Total comprehensive income		163,995	(4,260)	159,735
Statement of financial position				
Cash and cash equivalents	10 (a)	153,035	164	153,199
Total current assets		153,035	164	153,199
Property, plant and equipment	15	2,708,381	(2,983)	2,705,398
Total non-current assets		2,708,381	(2,983)	2,705,398
TOTAL ASSETS		3,432,472	(2,819)	3,429,653
Net community assets				
Retained surplus/(deficiency)		3,010,913	(2,819)	3,008,094
Total community equity		3,010,913	(2,819)	3,008,094

Notes to the Financial Statements

for the year ended 30 June 2021

Note 29. Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has exposure to the following risks arising from financial instruments; **(i)** interest rate risk, **(ii)** credit risk, and **(iii)** liquidity risk.

Financial risk management

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies. Council's policy and administration board approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk. The council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The council aims to manage volatility to minimise potential adverse effects on the financial performance of the council.

Council does not enter into derivatives.

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

The carrying amounts of financial assets at the end of the reporting period represent the maximum exposure to credit risk for the council.

Council has received lower average return on investments through the COVID-19 period, generally as a result of increased liquidity in the market, any direct impact on credit risk, as a result of COVID-19, remains largely unmeasurable.

Receivables

Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

The council does not require collateral in respect of trade and other receivables. The council does not have trade receivables for which no loss allowance is recognised because of collateral.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 29. Financial instruments and financial risk management (continued)

	2021 \$'000	2020* \$'000
At 30 June 2021, the exposure to credit risk for trade and other receivables by type of counterparty was as follows:		
Rates and property charges	4,596	4,061
Community organisations receivables	70	57
Other receivables	12,904	15,602
GST recoverable	2,731	3,278
Total	20,301	22,998

Refer to Note 11 for further details.

Expected credit loss assessment

The council uses an allowance matrix to measure the expected credit losses of trade receivables from individual customers, which comprise a very large number of small balances. Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency to write-off.

The following table provides information about the exposure to credit risk and expected losses for trade receivables from individual customers as at the 30 June 2021.

Ageing	2021 Closing balance \$'000	2021 Historical probability of default %	2021 Loss given default %	2021 Lifetime expected credit loss \$'000
Trade Receivables				
Current	1,238	3.74%	100.00%	46
1-30 days	501	3.74%	100.00%	19
31-60 days	22	3.74%	100.00%	1
61-90 days	19	16.93%	100.00%	3
90+ days	49	46.40%	100.00%	23
Total	1,829			92

Ageing	2020 Closing balance \$'000	2020 Historical probability of default %	2020* Loss given default %	2020* Lifetime expected credit loss \$'000
Trade Receivables				
Current	4,821	5.36%	100.00%	260
1-30 days	307	5.36%	100.00%	16
31-60 days	9	5.36%	100.00%	-
61-90 days	-	23.44%	100.00%	-
90+ days	13	64.31%	100.00%	8
Total	5,150			284

Notes to the Financial Statements

for the year ended 30 June 2021

Note 29. Financial instruments and financial risk management (continued)

Loss rates are based on actual credit loss experience over the past ten years. These rates are multiplied by factors which reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the council's view of economic conditions over the expected lives of the receivables. Refer to Note 11 for the movement in the allowance for impairment for receivables during the year.

Liquidity risk

Liquidity risk refers to the situation where the council may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. The council is exposed to liquidity risk through its trading in the normal course of business and borrowings from the Queensland Treasury Corporation.

The council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the council's reputation.

Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows. These facilities are disclosed in Note 10.

The following table sets out the liquidity risk in relation to financial liabilities (excluding lease liabilities, refer to note 18) held by the council. It represents the remaining contractual cash flows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

	0 to 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total contractual cash flows \$'000	Carrying amount \$'000
2021					
Payables	32,345	33	-	32,378	32,378
Loans - QTC	47,055	222,737	177,630	447,422	391,176
	<u>79,400</u>	<u>222,770</u>	<u>177,630</u>	<u>479,800</u>	<u>423,554</u>
2020					
Payables	40,385	23	-	40,408	40,408
Loans - QTC	43,394	189,556	174,065	407,015	344,183
	<u>83,779</u>	<u>189,579</u>	<u>174,065</u>	<u>447,423</u>	<u>384,591</u>

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 29. Financial instruments and financial risk management (continued)

Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect the council's income or the value of its holdings of financial instruments.

Interest rate risk

The council is exposed to interest rate risk through investments and borrowings with Queensland Treasury Corporation and/or other financial institutions. The council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

QTC fixed rate loan financial instruments with fixed interest rates which are carried at amortised cost are not subject to interest rate sensitivity.

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The council does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

Interest rate sensitivity analysis evaluates what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit based on the carrying values of financial assets at the end of the reporting period. If the change in interest rates was held constant over the period this would increase / decrease profit by \$2,226,000 (2020: \$1,862,000).

Notes to the Financial Statements
for the year ended 30 June 2021

Note 30. National competition policy

Business activities to which the code of competitive conduct is applied

Council applies the competitive code of conduct to the following activities:

Building certification Roads and drainage Waste and resources management

This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity.

The CSO value is determined by council, and represents an activities cost(s) which would not be incurred if the primary objective of the activities was to make a profit. The council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the council.

Significant business activities

The expenditure threshold amounts for identifying a "significant business activity" for the 2020-21 financial year are as follows:

- a) for water and sewerage combined activities - \$13.96 million
- b) for other activities - \$9.70 million

Waste and resources management was a significant business activity and applied the competitive neutrality principle via full cost pricing. There were no new significant business activities.

Activities to which the code of competitive conduct is applied

Council has resolved to apply a Code of Competitive Conduct to the following business activities.

- Building certification
- Roads and drainage

The following activity statements are for activities subject to the competitive code of conduct:

	Building certification 2021 \$'000	Building certification 2020 \$'000	Roads and drainage 2021 \$'000	Roads and drainage 2020 \$'000	Waste management 2021 \$'000	Waste management 2020 \$'000
Revenue for services provided to the council	-	-	-	-	2,859	4,349
Revenue for services provided to external clients	137	132	3,546	3,468	42,291	38,424
Community service obligations	194	175	-	-	-	-
	<u>331</u>	<u>307</u>	<u>3,546</u>	<u>3,468</u>	<u>45,150</u>	<u>42,773</u>
Less: expenditure	(358)	(388)	(2,852)	(3,091)	(32,158)	(33,842)
Surplus/(deficit)	<u>(27)</u>	<u>(81)</u>	<u>694</u>	<u>377</u>	<u>12,992</u>	<u>8,931</u>

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 30. National competition policy (continued)

Description of CSO's provided to business activities:

Activities	CSO description	Actual	Actual
		2021	2020
		\$'000	\$'000
Planning and Development - Building Certification	Concession for building certification services for approved community groups	194	175

Note 31. Controlled entities that have not been consolidated

Council has six controlled entities that are not consolidated because their size and nature means that they are not material to council's operations.

A summary of those entities, their net assets and results for the year ended 30 June as follows:

Controlled entities - financial results:

Controlled entity

2021	Ownership	Revenue	Expenses	Profit/(loss)	Assets	Liabilities
	interest	\$'000	\$'000	\$'000	\$'000	\$'000
	%					
Ipswich City Properties Pty Ltd	100	-	20	(20)	-	-
Ipswich City Enterprises Pty Ltd	100	-	-	-	32	-
Ipswich City Enterprises Investment Pty Ltd	100	1	-	1	232	-
Ipswich Arts Foundation Trust	100	109	61	48	878	15
IA Foundation Limited (dormant)	100	-	-	-	-	-
Cherish the Environment Foundation Limited	50	139	180	(41)	3,882	292
		249	261	(12)	5,024	307

Controlled entity

2020	Ownership	Revenue	Expenses	Profit/(loss)	Assets	Liabilities
	interest	\$'000	\$'000	\$'000	\$'000	\$'000
	%					
Ipswich City Properties Pty Ltd	100	34	19	15	211	-
Ipswich City Enterprises Pty Ltd	100	-	-	-	32	-
Ipswich City Enterprises Investment Pty Ltd	100	3	-	3	231	-
Ipswich Arts Foundation	100	58	59	(1)	-	-
Ipswich Arts Foundation Trust	100	107	149	(42)	825	10
IA Foundation Limited (dormant)	100	-	-	-	-	-
Cherish the Environment Foundation Limited	50	171	102	69	3,940	308
		373	329	44	5,239	318

Notes to the Financial Statements

for the year ended 30 June 2021

Note 31. Controlled entities that have not been consolidated (continued)

Ipswich City Properties Pty Ltd was established to provide a business vehicle to support the commercial activities of the council to generate revenue additional to the traditional rates, fees and charges revenue. Ipswich City Properties Pty Ltd was deregistered as at 28 May 2021.

Ipswich City Enterprises Pty Ltd was established to provide a business vehicle to support the commercial activities of the council to generate revenue additional to the traditional rates, fees and charges revenue. Ipswich City Enterprises Pty Ltd is parent entity of Ipswich City Enterprises Investments Pty Ltd. Council intends to wind up Ipswich City Enterprises Pty Ltd, through a members voluntary liquidation to be completed prior to 30 June 2022.

Ipswich City Enterprises Investments Pty Ltd was established to provide a business vehicle to support the commercial activities of the council to generate revenue additional to the traditional rates, fees and charges revenue. Council intends to wind up Ipswich City Enterprises Investment Pty Ltd, through a members voluntary liquidation to be completed prior to 30 June 2022.

Ipswich Arts Foundation was established for the purpose of securing funds for the construction of Ipswich Art Gallery and associated ongoing program development, the enhancement of cultural relations between the Ipswich City Council and the community and the continued development of cultural facilities within the Ipswich region. Ipswich Arts Foundation was wound up on 7 April 2020 and all the remaining assets and liabilities of the Foundation were transferred to the Ipswich Arts Foundation Trust.

Ipswich Arts Foundation Trust was established for public charitable purposes and maintained solely for the purpose of providing money, property or benefits. Donations to the trust are deductible under Item 2 of the table in subsection 30.15(1) of the *Income Tax Assessment Act 1997*.

IA Foundation Limited was established to become the new trustee of the Ipswich Arts Foundation Trust and the entity is currently dormant.

Cherish the Environment Foundation Limited was established to protect and enhance the natural environment and provide information or education or the carrying on of research about the natural environment.

Note 32. Trust fund

	2021	2020*
	\$'000	\$'000
Trust funds held for outside parties		
Monies collected or held on behalf of other entities yet to be paid out or on behalf of those entities	16,063	15,605
Security Deposits	22,634	16,463
Total accumulated net assets	38,697	32,068

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate bank account and separate accounting records are maintained for funds held on behalf of outside parties.

External trust fund monies include security and bond deposits lodged to guarantee performance, contract and tender deposits, election nomination and sign fees, proceeds from the sale of land for arrears of rates and unclaimed monies resulting from unrepresented cheques.

Council performs only a custodial role in respect of these monies. As these funds cannot be used by the council, they are not brought to account in these financial statements.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2021

Note 33. Transactions with related parties

(a) Subsidiaries (ie. entities and operations controlled by Council)

<u>Name of Operation/Entity</u>	<u>Interests in Subsidiary</u>	<u>Registration</u>	<u>De-registration</u>
Ipswich City Properties Pty Ltd	100% Ownership	9 March 2009	28 May 2021
Ipswich City Enterprises Pty Ltd	100% Ownership	29 December 2000	
Ipswich City Enterprises Investments Pty Ltd	100% Ownership	5 October 2007	
Ipswich Arts Foundation	100% Ownership	27 August 1997	7 April 2020
Ipswich Arts Foundation Trust	100% Ownership	27 February 2003	
IA Foundation Ltd	100% Ownership	12 February 2018	
Cherish the Environment Foundation Ltd	50% Ownership	30 November 2011	

All amounts are exclusive of GST.

	<u>2021</u>	<u>2020*</u>
	<u>\$'000</u>	<u>\$'000</u>

Transactions with subsidiaries

Amounts received or receivable by council from subsidiaries

Administration, rental and other services provided.	3	18
Dividends received from subsidiaries.	191	-
Total	194	18

Amounts paid or payable by council to subsidiaries

Contribution, donation and other services.	88	64
Total	88	64

All funding support given to subsidiaries was agreed to by the council.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 33. Transactions with related parties (continued)

	2021	2020*
	\$'000	\$'000

(b) Other related parties

Transactions between council and other related parties were on an arm's length basis.

Amounts paid or payable by council to other related parties

Contributions, sponsorship and donations.	150	150
Total	150	150

Contributions and sponsorships paid to related entities were on an arm's length basis in accordance with sponsorship and donation policies adopted by council.

Council employs 1,245 staff, currently there are no close family members of key management personnel employed at council.

(c) Associates

For details refer to Note 13 Interest in other entities.

(d) Key management personnel

Transactions with key management personnel

Key management personnel consists of mayor, councillors, chief executive officer and general managers.

The compensation paid to key management personnel comprises:

	2021	2020*
	\$'000	\$'000
Short-term employee benefits	3,729	2,548
Post-employment benefits	305	176
Long-term benefits	48	42
Termination benefits	147	131
Total	4,229	2,897

Short-term employee benefits include wages, salaries, allowances, annual leave, sick leave, fringe benefits and councillor expense claims (eg. mobile phone charges). Post-employment benefits include superannuation. Long-term benefits include long service leave accrued. Termination benefits include employment termination payments.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 33. Transactions with related parties (continued)

Receivables	Related Entity	2021	2020*
		Receivables \$'000	Receivables \$'000

(e) Outstanding balances

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

0-30 days	Cherish The Environment Foundation Limited	1	-
Total		1	-

(f) Loans and guarantees to/from related parties

Council does not make loans to or receive loans from related parties. Two guarantees have been provided to third parties on behalf of Cherish The Environment Foundation Limited.

(g) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of council live and operate within the Ipswich area. Therefore, on a regular basis ordinary citizen transactions occur between council and its related parties. Some examples include:

- Payment of rates
- Use of council's civic, sporting and recreational facilities
- Dog registration
- Borrowing books from a council library
- Parking fees and infringements

Council has not included these types of transactions in its disclosure, where they are made on the same terms and conditions available to the general public.

Note 34. Climate Change

Ipswich City Council's operations and financial results are affected by weather and climate change. Climate change may increase the occurrence of extreme events, such as bushfires, drought, floods and heat waves.

As these extreme events may impact council's financial results, council is being proactive in mitigating the risks through adopting water efficient practices in maintaining sporting fields and parklands, implementing stormwater mitigation drainage, implementing energy efficient technologies, fire risk reduction on conservation estates and undertaking monitoring and compliance of landfill sites. Refer to note 21.

Climate change may also directly impact the value of infrastructure assets as extreme events may cause assets to deteriorate more rapidly. This may result in a reduction of the asset's fair value or a reduction of the useful life causing increases in depreciation expense. For the 2021 road and bridges valuation, condition assessments have been performed during the valuation process. Refer to note 15.

As climate change may cause council's assets to deteriorate more rapidly, council may be required to increase the expenditure on asset rehabilitation programs which may impact on future rating charges.

Ipswich City Council

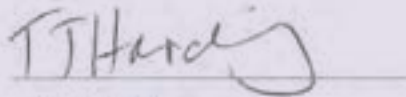
General Purpose Financial Statements
for the year ended 30 June 2021

Management Certificate
for the year ended 30 June 2021

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

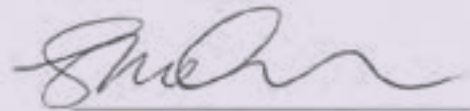
In accordance with Section 212(5) of the Regulation, we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 2 to 55, present a true and fair view, in accordance with Australian Accounting Standards, of the council's transactions for the financial year and financial position at the end of the year.



Teresa Harding
MAYOR

Date: 07 OCTOBER 2021



Sonia Cooper
ACTING CHIEF EXECUTIVE OFFICER

Date: 07 OCTOBER 2021

INDEPENDENT AUDITOR'S REPORT

To the councillors of Ipswich City Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Ipswich City Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2021, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Acting Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Ipswich City Council's annual report for the year ended 30 June 2021 was the current-year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current-year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Vaughan Stemmett
as delegate of the Auditor-General

12 October 2021

Queensland Audit Office
Brisbane

Current Year Financial Sustainability Statement
for the year ended 30 June 2021

	Actual 2021	Target 2021
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Measures of financial sustainability

Council's performance at 30 June 2021 against key financial ratios and targets.

Performance indicators

1. Operating surplus ratio

<u>Net result (excluding capital items)</u>	1.28%	0 - 10%
Total operating revenue (excluding capital items)		

An indicator of which the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

2. Asset sustainability ratio

<u>Capital expenditure on the replacement of assets (renewals)</u>	57.67%	more than 90%
Depreciation expense		

An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

3. Net financial liabilities ratio

<u>Total liabilities less current assets</u>	73.43%	less than 60%
Total operating revenue (excluding capital items)		

An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

Note 1 - basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2021.

Ipswich City Council

Current Year Financial Sustainability Statement

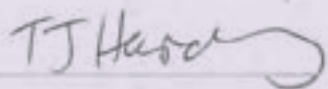
for the year ended 30 June 2021

Certificate of Accuracy

for the year ended 30 June 2021

This current-year financial sustainability statement has been prepared pursuant to Section 17B of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability Statement has been accurately calculated.



Teresa Harding
MAYOR

Date: 07 OCTOBER 2021



Sonia Cooper
ACTING CHIEF EXECUTIVE OFFICER

Date: 07 OCTOBER 2021

INDEPENDENT AUDITOR'S REPORT

To the councillors of Ipswich City Council

Report on the current-year financial sustainability statement

Opinion

I have audited the accompanying current-year financial sustainability statement of Ipswich City Council for the year ended 30 June 2021, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Acting Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Ipswich City Council for the year ended 30 June 2021 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current-year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current-year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Ipswich City Council's annual report for the year ended 30 June 2021 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the current-year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current-year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current-year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current-year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current-year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Vaughan Stemmett
as delegate of the Auditor-General

12 October 2021

Queensland Audit Office
Brisbane

Unaudited Long-Term Financial Sustainability Statement

prepared as at 30 June 2021

	Target 2021	Actual 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
							Forecast					

Measures of financial sustainability

Council's performance at 30 June 2021 against key financial ratios and targets.

Performance indicators

1. Operating surplus ratio

Net result (excluding capital items)⁽¹⁾

Total operating revenue (excluding capital items)⁽²⁾

Target	0 - 10%	1.28%	-0.60%	0.34%	0.50%	1.26%	1.90%	3.49%	4.46%	5.27%	4.66%	4.93%
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An indicator of which the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

2. Asset sustainability ratio

Capital expenditure on the replacement of assets (renewals)⁽³⁾

Depreciation expense

Target	> 90%	57.67%	69.69%	74.35%	74.09%	69.31%	76.46%	76.58%	83.85%	90.23%	91.78%	90.02%
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An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

3. Net financial liabilities ratio

Total liabilities less current assets

Total operating revenue (excluding capital items)⁽²⁾

Target	< 60%	73.43%	87.97%	96.97%	74.66%	70.66%	61.69%	50.12%	46.32%	46.22%	47.61%	39.60%
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An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

Unaudited Long-Term Financial Sustainability Statement (continued)
prepared as at 30 June 2021

Measures of financial sustainability (continued)

Ipswich City Council Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Ipswich City Council

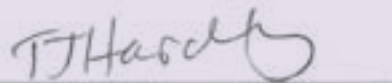
Unaudited Long-Term Financial Sustainability Statement

Certificate of Accuracy

for the long-term financial sustainability statement prepared as at 30 June 2021

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Teresa Harding

MAYOR

Date: 07 OCTOBER 2021



Sonia Cooper

ACTING CHIEF EXECUTIVE OFFICER

Date: 07 OCTOBER 2021

APPENDICES



LEGISLATIVE COMPLIANCE CHECKLIST 2020–2021

The following provides references to the relevant pages of this report that relate to the legislative disclosure requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*.

REQUIREMENT	REFERENCE	PAGE
TIMING		
Council must prepare an annual report for each financial year and:		
<ul style="list-style-type: none"> adopt it within one month after the day the auditor-general gives their audit report about council's financial statements for the financial year to council, (unless the Minister, by notice to the council, extends this time); and 	LGR s182(2) & (3)	-
<ul style="list-style-type: none"> publish the report on council's website within two weeks of adoption. 	LGR s182(4)	-
CONTENT		
The annual report must:		
<ul style="list-style-type: none"> contain a list of all the beneficial enterprises that the local government conducted during the financial year 	LGA s41	79
<ul style="list-style-type: none"> contain a list of all the business activities that the local government conducted during the financial year 	LGA s45(a)	79
<ul style="list-style-type: none"> identify the business activities that are significant business activities 	LGA s45(b)	79
<ul style="list-style-type: none"> state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied 	LGA s45(c)	79
<ul style="list-style-type: none"> state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities. 	LGA s45(d)	79
The annual report must state:		
<ul style="list-style-type: none"> the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government <p>The senior management, of a local government, consists of the chief executive officer and all senior executive employees of the local government.</p>	LGA s201(1)(a)	68
<ul style="list-style-type: none"> the number of employees in senior management who are being paid each band of remuneration <p>Each band of remuneration is an increment of \$100,000.</p> <p>There is no requirement to disclose the exact salary of any employee in senior management separately in the annual report.</p>	LGA s201(1)(b)	68
The annual report must contain:		
<ul style="list-style-type: none"> the general purpose financial statement for the financial year, audited by the auditor-general 	LGR s183(a)	96
<ul style="list-style-type: none"> the current year financial sustainability statement for the financial year, audited by the auditor-general 	LGR s183(b)	156
<ul style="list-style-type: none"> the long-term financial sustainability statement for the financial year 	LGR s183(c)	161
<ul style="list-style-type: none"> the auditor-general's audit reports about the general purpose financial statement and the current year financial sustainability statement 	LGR s183(d)	153 158
<ul style="list-style-type: none"> the community financial report for the financial year 	LGR s184	91
<ul style="list-style-type: none"> a copy of the resolutions made during the financial year under s250(1) of the LGR (adoption of an expenses reimbursement policy); and 	LGR s185(a)	70
<ul style="list-style-type: none"> a list of any resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical asset to be treated as an expense) 	LGR s185(b)	70

REQUIREMENT	REFERENCE	PAGE
In relation to councillors, the annual report must contain:		LGR s186
<ul style="list-style-type: none"> ▪ the total remuneration, including superannuation contributions, paid to each councillor during the financial year 	LGR s186(a)	61
<ul style="list-style-type: none"> ▪ the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy 	LGR s186(b)	60
<ul style="list-style-type: none"> ▪ the number of local government meetings that each councillor attended during the financial year 	LGR s186(c)	63
<ul style="list-style-type: none"> ▪ the total number of the following during the financial year: 	LGR s186(d)	59
<ul style="list-style-type: none"> a. orders made under section 150I(2) of the LGA 	LGR s186(d)(i)	59
<ul style="list-style-type: none"> b. orders made under section 150AH(1) of the LGA 	LGR s186(d)(ii)	59
<ul style="list-style-type: none"> c. decisions, orders and recommendations made under section 150AR(1) of the LGA 	LGR s186(d)(iii)	59
<ul style="list-style-type: none"> ▪ each of the following during the financial year: 	LGR s186(e)	59
<ul style="list-style-type: none"> a. the name of each councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150 AR(1) of the LGA was made 	LGR s186 (e)(i)	59
<ul style="list-style-type: none"> b. a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; 	LGR s186 (e)(ii)	59
<ul style="list-style-type: none"> c. a summary of the decision, order or recommendation made for each councillor; 	LGR s186(e)(iii)	59
For councillors, the annual report must also contain the number of each of the following during the financial year:		
<ul style="list-style-type: none"> ▪ complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government 	LGR s186 (1) (f)(i)	59
<ul style="list-style-type: none"> ▪ matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission 	LGR s186 (1)(f)(ii)	59
<ul style="list-style-type: none"> ▪ notices given under section 150R(2) of the LGA 	LGR s186 (1)(f)(iii)	59
<ul style="list-style-type: none"> ▪ notices given under section 150S(2)(a) of the LGA 	LGR s186 (1)(f)(iv)	59
<ul style="list-style-type: none"> ▪ decisions made under section 150W(1)(a), (b) and (e) of the LGA 	LGR s186 (1)(f)(v)	59
<ul style="list-style-type: none"> ▪ referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the LGA 	LGR s186 (1)(f)(vi)	59
<ul style="list-style-type: none"> ▪ occasions information was given under section 150AF(4)(a) of the LGA 	LGR s186(1)(f)(vii)	59
<ul style="list-style-type: none"> ▪ occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected inappropriate conduct of a councillor 	LGR s186(1)(f)(viii)	59
<ul style="list-style-type: none"> ▪ applications heard by the conduct tribunal <ul style="list-style-type: none"> a. under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct. 	LGR s186(1)(f)(ix)	59
In relation to administrative action complaints the annual report for a financial year must contain:		
<ul style="list-style-type: none"> ▪ a statement about the local government's commitment to complaints; and 	LGR s187(1)(a)	68
<ul style="list-style-type: none"> ▪ a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process 	LGR s187(1)(b)	68
<ul style="list-style-type: none"> ▪ the number of the following during the financial year 	LGR s187(2)(a)	69
<ul style="list-style-type: none"> a. administrative action complaints made to the local government; 	LGR s187(2)(a)(i)	69
<ul style="list-style-type: none"> b. administrative action complaints resolved by the local government under the complaints management process; 	LGR s187(2)(a)(ii)	69
<ul style="list-style-type: none"> c. administrative action complaints not resolved by the local government under the complaints management process; and 	LGR s187(2)(a)(iii)	69
<ul style="list-style-type: none"> ▪ the number of administrative action complaints not resolved by the local government under the complaints management process that were made in a previous financial year. 	LGR s187(2)(b)	69

REQUIREMENT	REFERENCE	PAGE
The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year:		
<ul style="list-style-type: none"> ▪ for a councillor – the name of the councillor 	LGR s188(1)(a)	68
<ul style="list-style-type: none"> ▪ for a local government employee – that person's name and position held 	LGR s188(1)(b)	68
<ul style="list-style-type: none"> ▪ the destination of the overseas travel 	LGR s188(1)(c)	68
<ul style="list-style-type: none"> ▪ the purpose of the overseas travel 	LGR s188(1)(d)	68
<ul style="list-style-type: none"> ▪ the cost of the overseas travel. 	LGR s188(1)(e)	68
The annual report may also contain any other information about the overseas travel the local government considers relevant.	LGR s188(2)	68
The annual report for a financial year must contain:		
<ul style="list-style-type: none"> ▪ a summary of the local government's expenditure for the financial year on grants to community organisations 	LGR s189(1)	88
<ul style="list-style-type: none"> ▪ the following information about the local government's discretionary funds— 	LGR s189(2)	88
<ul style="list-style-type: none"> a. the total amount budgeted for the financial year as the local government's discretionary funds; 	LGR s189(2)(a)	88
<ul style="list-style-type: none"> b. the prescribed amount (0.1% of the local government's revenue from general rates for the previous financial year) for the local government for the financial year; 	LGR s189(2)(b) LGR s201B(5)	88
<ul style="list-style-type: none"> c. the total amount of discretionary funds budgeted for the financial year for councillors to allocate for each of the following purposes: 	LGR s189(2)(c)	88
<ul style="list-style-type: none"> i. capital works of the local government that are for a community purpose 	LGR s189(2)(c)(i)	88
<ul style="list-style-type: none"> ii. other community purposes; 	LGR s189(2)(c)(ii)	88
<ul style="list-style-type: none"> d. the amount of discretionary funds budgeted for use by each councillor for the financial year; 	LGR s189(2)(d)	88
<ul style="list-style-type: none"> e. if a councillor allocates discretionary funds in the financial year: 	LGR s189(2)(e)	171
<ul style="list-style-type: none"> i. the amount allocated; and 	LGR s189(2)(e)(i)	171
<ul style="list-style-type: none"> ii. the date the amount was allocated; and 	LGR s189(2)(e)(ii)	171
<ul style="list-style-type: none"> iii. the way mentioned in section 202(1) in which the amount was allocated; and 	LGRs189(2)(e)(iii)	171
<ul style="list-style-type: none"> iv. if the amount was allocated to a person or organisation—the name of the person or organisation to whom the allocation was made; and 	LGR s189(2)(e)(iv)	171
<ul style="list-style-type: none"> v. the purpose for which the amount was allocated, including sufficient details to identify how the funds were, or are to be, spent. 	LGR s189(2)(e)(v)	171
The annual report for a financial year must also contain the following information:		LGR s190(1)
<ul style="list-style-type: none"> ▪ the chief executive officer's assessment of the local government's progress towards implementing its 5-year Corporate Plan and annual operational plan 	LGR s190(1)(a)	13
<ul style="list-style-type: none"> ▪ particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year 	LGR s190(1)(b)	18
<ul style="list-style-type: none"> ▪ an annual operations report for each commercial business unit, which means a document that contains the following information for the previous financial year: 	LGR s190(1)(c)	80
<ul style="list-style-type: none"> — information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan 	LGR s190(2)(a)	80
<ul style="list-style-type: none"> — particulars of any changes made to the unit's annual performance plan for the previous financial year, including the impact the changes had on the unit's financial position, operating surplus or deficit and prospects. 	LGR s190(2)(b) & (c)	80
<ul style="list-style-type: none"> — particulars of any directions the local government gave the unit. 	LGR s190(2)(d)	80

REQUIREMENT	REFERENCE	PAGE
<ul style="list-style-type: none"> ▪ details of any action taken for, and expenditure on, a service, facility or activity: <ul style="list-style-type: none"> — supplied by another local government under an agreement for conducting a joint government activity — for which the local government levied special rates or charges for the financial year; 	LGR s190(1)(d)	73
<ul style="list-style-type: none"> ▪ the number of invitations to change tenders under section 228(7) of the LGR during the financial year; 	LGR s190(1)(e)	85
<ul style="list-style-type: none"> ▪ a list of the registers kept by the local government; 	LGR s190(1)(f)	73
<ul style="list-style-type: none"> ▪ a summary of all concessions for rates and charges granted by the local government; 	LGR s190(1)(g)	85
<ul style="list-style-type: none"> ▪ the report on the internal audit for the financial year; 	LGR s190(1)(h)	44
<ul style="list-style-type: none"> ▪ a summary of investigation notices given in the financial year under S49 of the LGR for competitive neutrality complaints; 	LGR s190(1)(i)	79
<ul style="list-style-type: none"> ▪ the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under S52(3) of the LGR. 	LGR s190(1)(j)	79

The following provides references to the relevant pages of this report that relate to the legislative disclosure requirements of the *Public Sector Ethics Act 1994*.

REQUIREMENT	REFERENCE	PAGE
REPORTING		
<p>The chief executive officer of a public sector entity must ensure that each annual report of the entity includes an implementation statement giving details of the action taken during the reporting period to comply with the following sections:</p> <ul style="list-style-type: none"> ▪ section 15 (Preparation of codes of conduct) ▪ section 21 (Education and training) ▪ section 22 (Procedures and practices of public sector entities) 	PSEA s23	73
PREPARATION OF CODES OF CONDUCT		
<ul style="list-style-type: none"> ▪ The chief executive officer of a public sector entity must ensure that a code of conduct is prepared for the entity 	LGR s182	73
<ul style="list-style-type: none"> ▪ Publish the report on council's website within 2 weeks of adoption 		
EDUCATION AND TRAINING		
<ol style="list-style-type: none"> 1. The chief executive officer of a public sector entity must ensure that public officials of the entity are given access to appropriate education and training about public sector ethics. 2. In particular, the education and training must relate to: <ol style="list-style-type: none"> a. the operation of this Act; and b. the application of ethics principles and obligations to the public officials; and c. the contents of the entity's approved code of conduct; and d. the rights and obligations of the officials in relation to contraventions of the approved code of conduct. 	PSEA s21	73
PROCEDURES AND PRACTICES OF PUBLIC SECTOR ENTITIES		
<p>The chief executive officer of a public sector entity must ensure that the administrative procedures and management practices of the entity have proper regard to:</p> <ol style="list-style-type: none"> a. this Act and, in particular, the ethics principles and values; and b. the entity's approved code of conduct 	PSEA s22	73

GLOSSARY

TERM	DEFINITION
Advance Ipswich	Advance Ipswich is council's long-term plan for the city, built on community desires for the city's future and reflecting the actions that council and the community need to progress to realise this vision. Advance Ipswich builds on the programs and strategies in the previous i2020 and i2031 community plans. The document is publicly available on council's website.
Advocacy	Advocacy is support and action by individuals, organisations, groups and other community members in support of or against a particular issue or policy.
Annual Report	Legislatively required to be produced annually, the Annual Report details council's progress and financial performance with the implementation of the city's vision as reflected in the Corporate Plan. The report is publicly available on council's website.
Assets	Assets are tangible and intangible holdings, possessions, capital or resources belonging to and controlled by council.
Budget	The annual budget outlines revenue and planned capital and operational expenditure approved for a financial year. The budget document is publicly available on council's website.
Capital works program	The capital works program is an annual program of activities of building, engineering and other works that council adopts to create, construct and install assets and other facilities. For council, the program's projects typically include construction of buildings, roads and bridges, structures, parks and playgrounds.
Commercial business unit	A commercial business unit is a unit of a local government that conducts business in accordance with the key principles of commercialisation (e.g. clarity of objectives; robust governance and competitive neutrality) in order to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit.
Community	Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists.
Community engagement	Community engagement is the process council utilises to build relationships with community organisations and/or groups of individuals united under a common cause or objective and work collaboratively with them towards common goals that benefit the engaged stakeholder and the wider community.
Competitive neutrality	Competitive neutrality concerns local government business activities which are in competition with the private sector should not have competitive advantages or disadvantages simply by virtue of their council ownership or control.
Core Business	Core business is those activities which are undertaken to meet the community's needs. These items are reflected in council's services catalogue.
Core values	Council adheres to five values – Collaboration, Communication, Integrity, Efficiency, and Leadership.
Corporate Plan	The Corporate Plan is a strategic document which shapes the path to achieve the strategic direction of council. It should outline performance measures and targets for monitoring progress in achieving our vision for the future of the city. Council's current Corporate Plan is iFuture – available on council's website.
Governance	Governance is council's process by which it makes and implements decisions, is controlled and managed, is directed and reviewed.
iGO Public Transport Advocacy and Action Plan	The Ipswich Transport Plan (iGO) that outlines council's aspirations to Advance Ipswich's transport system and guide future transport policy, resourcing and investment decision-making.
Ipswich Planning Scheme	The Ipswich Planning Scheme is the statutory local planning instrument that provides the framework for managing development in the Ipswich local government area in an integrated, efficient, effective, transparent and ecologically sustainable way. The scheme was prepared in accordance with the requirements of the (now repealed) <i>Integrated Planning Act 1997</i> . A new planning scheme is currently under development.
Local Government Act 2009	The <i>Local Government Act 2009</i> is the principal legislation which provides the legal framework for Queensland's local government sector.
Local Government Area (LGA)	The Local Government Area (LGA) is an administrative division of the State of Queensland for which council is responsible for managing.
Local Government Regulation 2012	<i>The Local Government Regulation 2012</i> is subordinate legislation to the <i>Local Government Act 2009</i> .
Long-Term Financial Forecast (LTFF)	The Long-Term Financial Forecast (LTFF) accompanies the budget and includes a similar estimation of revenue, expenses and capital expenditure but for a longer period of time, in this case 10 years. The LTFF should set out the economic and fiscal outlook for Ipswich and include capital expenditure, expense and revenue estimates for the current financial year, the budget year and nine forward financial years. From its assumptions, the LTFF sets the desired financial boundaries within which the organisation can plan for its future.

TERM	DEFINITION
Operational Plan	The annual Operational Plan sets key priority projects and actions that will be undertaken in a one-year period of the Corporate Plan. The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success. Operational Plans must align with the annual budget. Operational plans are required under the <i>Local Government Act 2009</i> (The Act) and <i>Local Government Regulation 2012</i> (The Regulation).
Policy	A policy sets out council's strategic position, viewpoints and values, and assists decision-making on matters that often impact on, and are of concern to, the community. Some policies (statutory policies) are a requirement of legislation and ensure compliance with statutory obligations. Other policies are developed to address matters that impact our residents and businesses and/or the administration of council funds (e.g. Ipswich Enviroplan Program and Levy Policy). They may also set a strategic direction for council or articulate council's position on an issue affecting the community.
Procedure	A procedure details a series of steps or processes that define the how, when and who is required to perform a function under council's policy or administrative directives. Procedures are largely internal documents.
Project	A project is a temporary endeavour undertaken to create a unique product, service or result. A project differs from operations in that: <ul style="list-style-type: none"> ▪ operations are performed by relatively stable teams through ongoing and repetitive processes and are focused on sustaining the organisation ▪ projects are performed by temporary teams (i.e. teams established for the specific purpose of delivering the project), are non-repetitive and provide unique deliverables.
Quarterly Report	Section 174 of the <i>Local Government Regulation 2012</i> requires the chief executive officer to present a written assessment of the local government's progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than three months. Council meets this requirement through the preparation of a Quarterly Corporate Performance Report, which provides substantive evidence for council and the community of progress in delivering on the annual Operational Plan each quarter.
Risk management	Risk management is concerned with the processes and activities relating to the identification, evaluation and controlling of an organisation with regard to risk as outlined in the Australian Standard AS/NZS ISO 31000:2009 Risk management: principles and guidelines.
Services catalogue	The services catalogue lists all categories of core business which can include services legislated to council e.g. licensing food businesses, and those non-legislated or discretionary services e.g. providing free immunisation clinics for high school children.
Stakeholder	A stakeholder is any person, group or organisation who can place a claim on an organisation's attention, resources or output, or is affected by that output. They have a stake in the organisation, something at risk, and therefore something to gain or lose as a result of corporate activity.
Strategic planning	The overarching continuous and systematic process council uses to identify future outcomes, how these outcomes will be achieved, and their success measured.
Strategy	A strategy is a long-term document that sets out council's strategic position and direction for particular issues e.g. transport; liveability; sustainability; physical activity; tourism etc. A strategy captures the following elements for council: where we are, where we are going, how we will get there, and how we will know when we get there.
Community funding and support	Community funding and support is concerned with community outbound financial and in-kind support.

COMMUNITY AND DISCRETIONARY FUNDING

Section 189 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on the local government's expenditure for the financial year on grants to community organisations.

This information must contain expenditure from each councillor's discretionary fund, the name of each community organisation funded and the amount and purpose of that allocation. In the 2020–2021 financial year, council administered community funding which included the following:

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
2021 ANZAC DAY COMMEMORATIVE SERVICES		
Eastern Suburbs Anzac Committee	Anzac Day Service (Cameron Park) Silkstone	\$921.70
Goodna RSL Sub Branch Inc	Anzac Day Commemorative Services	\$7,659.35
Greater Springfield RSL Sub Branch	Greater Springfield Anzac Day Dawn Service	\$8,936.31
Leichhardt Baptist Church	West Ipswich One Mile Anzac Day Service	\$2,003.18
Marburg and District Residents Association	Anzac Day Service	\$654.35
The Salvation Army	Bundamba Anzac Day	\$3,852.42
TOTAL		\$24,027.31

APPLICANT	PROJECT TITLE	DATE ALLOCATED	AMOUNT ALLOCATED (EXCL GST)
COUNCILLOR DISCRETIONARY FUNDS			
<i>These allocations are made to community organisations for community purposes</i>			
Anglican Parish of Rosewood	Security Installation on Church and Hall	11/02/2021	\$1,000.00
Apprenticeships Queensland Limited	Building Futures Project	30/03/2021	\$2,000.00
ArtsConnect Ipswich Inc.	Our Stories	25/03/2021	\$950.00
Bellbird Park P&C Association	Instrumental Band – BPSSC	21/05/2021	\$5,700.00
Bellbird Park P&C Association	Photography Club – Bellbird Park State Secondary College	11/06/2021	\$1,545.83
Bindarra Children's Day Care Centre	Asbestos Removal	22/06/2021	\$1,000.00
Brassall State School P&C Association	Computer for P&C	4/06/2021	\$2,000.00
Bremer State High School	Cultural Garden & Outdoor Learning Area	30/03/2021	\$1,000.00
Bremer State High School	Music Tour	21/05/2021	\$1,945.00
Bremer State High School	Gym Equipment Storage	22/06/2021	\$1,000.00
Churches of Christ Qld Housing Services Limited	DigiAsk online Training & Support Program	17/06/2021	\$2,596.00
Deebing Heights State School	Interschool Sport Transport	2/03/2021	\$1,950.00
Domestic Violence Action Centre	DVAC Fun Day	22/06/2021	\$879.00
Goodna State Special School	End of Year Celebration of Learning	25/11/2020	\$1,000.00
Ipswich & District Rifle Club Inc.	Club Gazebo's	15/06/2021	\$2,668.88
Ipswich City Orchestras Incorporated	Variations on a theme of love	20/01/2021	\$6,300.00
Ipswich Hospice Care Ltd.	Equipment for Ipswich Hospice Care	24/03/2021	\$5,686.23
Ipswich RSL Sub-Branch Women's Auxiliary	Historical Research of Living Members	14/01/2021	\$1,000.00
Ipswich Rugby Union Club Inc	Strapping Tape Course	23/06/2021	\$1,200.00
Ipswich Vigoro Association	90th Anniversary Dinner	25/11/2020	\$1,587.00

APPLICANT	PROJECT TITLE	DATE ALLOCATED	AMOUNT ALLOCATED (EXCL GST)
Karalee Community Kindergarten	Karalee Community Kindergarten support for centre laptops	4/11/2020	\$1,000.00
Karalee Swim Club	Swimmer Safety	21/05/2021	\$1,000.00
Leichhardt Baptist Church	One Mile Neighbourhood Watch Equipment Purchase	30/03/2021	\$1,000.00
Neighbourhood Watch Australasia Limited	Muscle in Maculata 2021	30/03/2021	\$3,000.00
Queensland Retired Police Assoc. Ipswich Branch	Police Widow's Coordinator	16/09/2020	\$300.00
Raceview Congregational Fellowship Inc	Men's and Boy's Shed	26/05/2021	\$5,750.00
Ripley Valley State Secondary College	Enrichment programs	2/12/2020	\$2,800.00
Ripley Valley State Secondary College Parents & Citizens Association	Community Storage Facilities	11/06/2021	\$7,350.00
Riverview State School	Diversity through Dance	22/06/2021	\$3,500.00
Roderick St Community Preschool and Kindergarten	Tree Removal and fence repairs	30/03/2021	\$1,019.00
Roderick St Community Preschool and Kindergarten	Replacement of section of fencing	22/10/2020	\$700.00
Rosewood A & H Association	2021 Rosewood Show Bull Ride	21/05/2021	\$6,400.00
Rosewood Bowls Club Inc	Sign Replacement	25/01/2021	\$205.00
Rosewood Lions Club Inc	Replacement of Volunteers Honour board	4/12/2020	\$2,350.00
Signal Flare Inc	BBQs for the homeless and others in need	30/03/2021	\$5,000.00
Springfield Central State School	Year 6 Farewell	4/11/2020	\$1,000.00
Springfield Lakes Nature Care INC	Volunteer Thank You Breakfast	13/05/2021	\$1,830.11
St Brigid's Parents & Friends Association	Community Engagement	22/06/2021	\$799.00
St Edmund's College Ipswich	Confraternity Rugby League Carnival	18/05/2021	\$4,000.00
Swifts Rugby League Football Club	U10s Gorden Tallis Cup 2021 – Townsville	2/06/2021	\$5,000.00
The Yoga Partnership Ltd	Yoga for World MS Day	13/05/2021	\$250.00
Victory Church Ltd	Victory Community Playgroup	14/04/2021	\$1,750.00
TOTAL			\$99,011.05

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
COVID-19 IPSWICH COMMUNITY OPERATIONAL SUPPORT		
ArtsConnect Ipswich Inc.	Operation Revive	\$500.00
Collingwood Park Australian Football Club Inc	Operational Costs	\$2,000.00
Football Ipswich Inc. (Western Pride Football Club)	Canteen Inventory	\$249.95
Goodna and Districts Rugby League Football Club Inc	Financial Assistance for Operational Costs	\$494.94
Ipswich & District Rifle Club Inc.	IDRC Marketing restart	\$1,900.00
Ipswich and West Moreton BMX Club	COVID Round 2	\$500.00
Ipswich and West Moreton BMX Club	Operational Costs	\$1,910.29
Ipswich Bowls Club Inc.	IBC Operational Expenses	\$2,000.00
Ipswich City Orchestras Incorporated	ICO Operations improvement	\$2,000.00
Ipswich Kindergarten Association	Ipswich Kindergarten Marketing Collateral	\$454.45
Ipswich Knights Soccer Club Inc	Financial Assistance for Operational Costs	\$500.00
Ipswich Knights Soccer Club Inc	Financial Assistance for Operational Costs	\$2,000.00
Ipswich RSL Sub-Branch Women's Auxiliary	COVID Protection for Community and Staff	\$500.00

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
Ipswich Switches Junior Speedway Club Inc	Track material replenishment	\$2,000.00
Ipswich Woodcrafts Club Inc.	Operational Costs Support	\$2,000.00
Legacy Club of Ipswich Inc	Payroll Assistance	\$2,000.00
Marburg and District Agricultural and Industrial Association incorporated	Agricultural Show and Dance COVID requirements	\$1,540.53
Marburg and District Residents Association	Community Centre Upgrade	\$2,000.00
Raceview Congregational Fellowship Inc	Operational Costs Boys and Girls Brigade	\$2,000.00
Rosewood A & H Association	2021 Rosewood Show	\$2,000.00
Rosewood Bowls Club Inc	Electricity Bill	\$2,000.00
Springfield Lakes Nature Care INC	SLNC Financial Audit costs	\$340.00
West Moreton Migrant Resource Service Inc (Goodna Neighbourhood House)	Stay Well and Stay Safe	\$480.17
Western Aquatics Inc	End of Season Trophies	\$500.00
Westminster Warriors Soccer Club Inc	COVID-19 Support Fund	\$1,530.00
Whitehill Church of Christ	Directional Signage & Signage Upgrades	\$173.80
TOTAL		\$33,574.13
COVID-19 IPSWICH COMMUNITY REPAIR AND REPLACEMENT FUND		
ALARA Qld Limited	Luke's Place	\$2,150.00
Blackstone United Welsh Church Soccer Club	Refurbishment of Amenities block	\$7,500.00
Catalyst Church	Facility Upgrade – Air Conditioning	\$7,500.00
Central Districts Cricket Club	Replace Roller Doors on Grounds Maintenance Shed	\$3,237.27
Collingwood Park Primary P&C Association	Tuckshop Oven Upgrade	\$4,761.82
Dinmore Bushrats Soccer & Sports Club Inc	Provide Shade For Players & Spectators	\$7,500.00
Football Ipswich Inc. (Western Pride Football Club)	Portable Changerooms	\$6,542.28
Gailes Residents Committee	Upgrade of the Gailes Community House Computer Systems	\$6,438.64
Ipswich and West Moreton BMX Club	Replacement essential items	\$6,897.05
Ipswich Bowls Club Inc.	IBC Facility Maintenance & Upgrade	\$1,540.00
Ipswich Kindergarten Association	Ipswich Kindergarten: Paint and Freshen Up	\$6,971.01
Ipswich Knights Soccer Club Inc	Cleaning and Maintenance of Night Lighting to Number 2 Field	\$4,900.00
Ipswich Little Theatre Society	Jean Pratt Roof Repair	\$605.00
Ipswich RSL Sub-Branch Women's Auxiliary	Upgrade to Existing Welfare Community Facilities	\$7,384.51
Ipswich Vigoro Association	Plumbing Repairs & Upgrade	\$6,811.50
Legacy Club of Ipswich Inc	Legacy House Plumbing Project 2020	\$7,500.00
Marburg and District Residents Association	Marburg Community Centre upgrade	\$7,500.00
Northern Suburbs Leagues Club Ipswich Incorporated	Replace floor and window coverings of main hall at Norths Leagues Club House	\$7,063.00
Raceview Congregational Fellowship Inc	Replace floor covering in playgroup hall	\$3,388.00
U3A Ipswich & West Moreton Inc	Airconditioning Computer Lab	\$2,805.00
UCA Glebe Road Ipswich Uniting Church	Replacement of kitchenette in Community Hall (Booval)	\$5,869.00
Vedanta Centre of Sydney	Installation of Audio/Visual System for Vedanta Community Hall	\$6,720.91

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
West Moreton Community Kindergarten Inc.	Replacement of Shade Sails	\$7,127.27
West Moreton Migrant Resource Services Inc (Goodna Neighbourhood House)	Digital Sign	\$7,500.00
Western Spirit Football Club	Facility Maintenance Equipment	\$1,299.98
Whitehill Church of Christ	Equipment Upgrade for Live Streaming of Activities	\$7,500.00
YMCA of Brisbane (Springfield Lakes Community Centre)	YMCA Kitchen Upgrade	\$5,677.93
TOTAL		\$150,690.17
COVID-19 IPSWICH SMALL BUSINESS FUNDING		
12RND Fitness (Flinders View)	Operational Support	\$587.97
12RND Fitness (Flinders View)	Operational Support	\$1,268.79
3D Bubs Pty Ltd	Operational Support	\$1,000.00
3D Bubs Pty Ltd	Operational Support	\$2,000.00
AAA Rentals Pty Ltd trading as Ipswich Party Hire	Operational Support	\$2,000.00
Airport West Transfers	Operational Support	\$996.66
Alehvale Laboratories P/L	Operational Support	\$1,361.97
Anaren Pty Ltd t/as Rafter and Rose	Operational Support	\$2,000.00
B D Devlin & Kirstie M Devlin t/a Ipswich Tennis Centre	Operational Support	\$1,000.00
BAKED by Joseph & Ann	Operational Support	\$2,000.00
Banshees Bar & Artspace	Operational Support	\$883.26
Banshees Bar & Artspace	Operational Support	\$1,920.18
Beauty on Belle Pty Ltd	Operational Support	\$1,000.00
Bell Yard Driver Training	Operational Support	\$1,955.55
Bella Boutique on Glebe	Operational Support	\$853.80
Best Western Ipswich Heritage Motor Inn	Operational Support	\$1,832.18
BFit4Life Dance, Cheer & Fitness	Operational Support	\$1,000.00
BFit4Life Dance, Cheer & Fitness	Operational Support	\$2,000.00
BLVD Catering Pty Ltd	Operational Support	\$1,000.00
Bornen Constructions	Operational Support	\$2,000.00
Brad Kearton Jewellers	Operational Support	\$924.48
Brad Kearton Jewellers	Operational Support	\$2,000.00
Bright Courier Pty Ltd	Operational Support	\$740.00
BW Rawlings Investments Pty Ltd	Operational Support	\$854.55
Casey Andrew Media	Operational Support	\$1,835.16
Casual Coffee	Operational Support	\$1,000.00
Casual Coffee	Operational Support	\$2,000.00
CG & SK Smith	Operational Support	\$1,000.00
CG & SK Smith	Operational Support	\$2,000.00
chic@home	Operational Support	\$2,000.00
Cinderella's Beauty and Nails	Operational Support	\$1,000.00
Cinderella's Beauty and Nails	Operational Support	\$2,000.00
Cindie J's Beauty	Operational Support	\$1,000.00
Cindie J's Beauty	Operational Support	\$2,000.00

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
Clinton Rogers trading as EDP Electrical	Operational Support	\$1,000.00
Country Motel Ipswich	Operational Support	\$2,000.00
CrossFit Western Front	Operational Support	\$1,000.00
Cubs Mowing and Maintenance	Operational Support	\$2,000.00
Darling St Chapel	Operational Support	\$1,000.00
Darling St Chapel	Operational Support	\$2,000.00
David Abraham Surveying	Operational Support	\$1,000.00
David Abraham Surveying	Operational Support	\$2,000.00
Dippin' Dots Ice Cream	Operational Support	\$2,000.00
DNK 7 Pty Ltd t/a Chocolateria Sanchurro	Operational Support	\$1,000.00
Doggy Dogma	Operational Support	\$2,000.00
Doozy Yard & Property Maintenance	Operational Support	\$1,000.00
Doozy Yard & Property Maintenance	Operational Support	\$1,958.00
Du Prie Painting Service	Operational Support	\$1,931.24
EDP Electrical	Operational Support	\$2,000.00
Edwin Clark and Associates	Operational Support	\$1,000.00
Edwin Clark and Associates	Operational Support	\$1,381.82
Electrical Assembly Services Pty Ltd	Operational Support	\$1,000.00
Elly-Rae Fashions	Operational Support	\$1,000.00
Emma Pymble Massage Therapy	Operational Support	\$1,000.00
Emma Pymble Massage Therapy	Operational Support	\$2,000.00
Enspya	Operational Support	\$1,000.00
Enspya	Operational Support	\$2,000.00
Ette Karney Fashion	Operational Support	\$1,944.20
Exact Physiology	Operational Support	\$2,000.00
Fast Food Snacks	Operational Support	\$1,006.91
Fentons Cafe & Restaurant	Operational Support	\$1,000.00
Fentons Cafe & Restaurant	Operational Support	\$2,000.00
Floating Images Hot Air Balloon Flights	Operational Support	\$1,000.00
Floating Images Hot Air Balloon Flights	Operational Support	\$2,000.00
FOLiKAL Hair Studio	Operational Support	\$2,000.00
Gabbys Catering	Operational Support	\$1,000.00
Gabbys Catering	Operational Support	\$2,000.00
Gibson Architects Pty Ltd	Operational Support	\$1,000.00
Gibson Architects Pty Ltd	Operational Support	\$2,000.00
Gloria Jeans Coffees Springfield	Operational Support	\$2,000.00
Goodheart Collection	Operational Support	\$1,175.97
Hard Built Qld Pty Ltd	Operational Support	\$1,000.00
Healing Hands Mobile Massage Service	Operational Support	\$936.36
Health Management Solutions Queensland	Operational Support	\$1,000.00
HeavyW8 Barbers Fattboy Apparel Pty Ltd	Operational Support	\$2,000.00
HPISpringfield Cleaning Services	Operational Support	\$1,000.00

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
HPISpringfield Cleaning Services	Operational Support	\$1,964.26
Illustrious Type & Design	Operational Support	\$1,000.00
Integrity Care & Support	Operational Support	\$2,000.00
Ipswich City Physical Culture Club	Operational Support	\$840.66
Ipswich Country Motel	Operational Support	\$1,000.00
Ipswich Massage and Herbal Spa	Operational Support	\$1,000.00
Ipswich Punjab Curry Club	Operational Support	\$1,000.00
Ipswich Punjab Curry Club	Operational Support	\$2,000.00
It's Gordo's Painting	Operational Support	\$811.80
Jarvis Hunt Pty Ltd t/a Jarvis Hunt Consultancy	Operational Support	\$1,000.00
Jarvis Hunt Pty Ltd T/A Jarvis Hunt Consultancy	Operational Support	\$2,000.00
Jason Beduhn Carpentry	Operational Support	\$1,000.00
Jason Beduhn Carpentry	Operational Support	\$2,000.00
JC Golf Coaching Pty Ltd	Operational Support	\$1,000.00
JC Golf Coaching Pty Ltd	Operational Support	\$2,000.00
Jennifer Higgins & Geoff Waldon	Operational Support	\$1,000.00
JK Brewed Pty Ltd ATF Brewed Trust T/A Muffin Break Ipswich	Operational Support	\$2,000.00
JMD Catering Pty Ltd T/A Figjam and Co	Operational Support	\$2,000.00
Jodie Lorraine Photography	Operational Support	\$120.00
JRB Precision Firearms Pty Ltd	Operational Support	\$1,000.00
K&V Williams No2 Trust	Operational Support	\$971.09
K&V Williams No2 Trust	Operational Support	\$1,992.98
Kaloum Holdings Pty Ltd as trustee for Barry Family Trust	Operational Support	\$1,961.97
Kids at Play Therapy Services	Operational Support	\$1,925.73
Kitchentopia	Operational Support	\$726.37
Kurtis Pegoraro Pty Ltd	Operational Support	\$1,000.00
L.D Nails	Operational Support	\$2,000.00
La Parrilla	Operational Support	\$2,000.00
Lavenia Law	Operational Support	\$2,000.00
Lead Creative	Operational Support	\$187.20
Lee Survey Solutions	Operational Support	\$1,000.00
Maddog Composites	Operational Support	\$837.45
Maddog Composites	Operational Support	\$2,000.00
Maturity Works	Operational Support	\$1,000.00
Maturity Works	Operational Support	\$2,000.00
Miljaro Pty Ltd atf Mabala126 Trust t/a the Lost Money Detectives	Operational Support	\$1,000.00
Miljaro Pty Ltd atf Mabala126 Trust t/a the Lost Money Detectives	Operational Support	\$2,000.00
Morganite Projects Pty Ltd t/a Amara Gemstones	Operational Support	\$1,000.00
My Colour Box	Operational Support	\$969.21
Nail'd It Building & Renovations	Operational Support	\$2,000.00
Nicole Hooker (Nyx Photography)	Operational Support	\$2,000.00
Nu-Look Carpet & Upholstery Cleaning	Operational Support	\$824.14

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
NY Dance Pty Ltd	Operational Support	\$1,000.00
NY Dance Pty Ltd	Operational Support	\$2,000.00
Our Bakery Rules	Operational Support	\$2,000.00
Oz Shotz Photography	Operational Support	\$1,000.00
Oz Shotz Photography	Operational Support	\$2,000.00
Pacific Security Group	Operational Support	\$1,000.00
Pacific Security Group	Operational Support	\$2,000.00
Peace and Joy Pty Ltd	Operational Support	\$944.00
Performance Plus Dance Centre	Operational Support	\$870.13
Plot Australia	Operational Support	\$908.77
Prop It Pretty	Operational Support	\$1,000.00
Providore Three Pty Ltd	Operational Support	\$1,000.00
Punjab Curry Club Redbank Plains	Operational Support	\$1,000.00
Punjab Curry Club Redbank Plains	Operational Support	\$2,000.00
Quest Ipswich	Operational Support	\$1,000.00
Quest Ipswich	Operational Support	\$2,000.00
Quicksand Rebound Volleyball	Operational Support	\$1,000.00
Ramsay Swim	Operational Support	\$1,000.00
Rod Noendeng Photography	Operational Support	\$120.00
Rose Advanced Technologies Pty Ltd	Operational Support	\$987.27
Rosey Creations	Operational Support	\$1,827.96
Sakhi Makeovers	Operational Support	\$1,000.00
Savage Locksmiths	Operational Support	\$1,000.00
Savage Locksmiths	Operational Support	\$1,818.18
Sew What Ipswich	Operational Support	\$1,000.00
Sew What Ipswich	Operational Support	\$2,000.00
Shane Mallory	Operational Support	\$709.09
Shop My Town Worldwide	Operational Support	\$1,773.64
Sip 'n' Dip Australia Pty Ltd	Operational Support	\$1,918.30
Soley Group Investments Pty Ltd as trustee for Sidy Family Trust	Operational Support	\$2,000.00
Souffit Studio Pty Ltd	Operational Support	\$1,000.00
Southern Cross Assist	Operational Support	\$1,000.00
Springfield Health & Fitness	Operational Support	\$795.00
Springfield Health and Fitness	Operational Support	\$1,717.97
Springfield Lakes Inn Pty Ltd	Operational Support	\$1,000.00
Springfield Lakes Inn Pty Ltd	Operational Support	\$1,800.00
Springfield Markets	Operational Support	\$909.19
Synergy Solutions Pty Ltd	Operational Support	\$2,000.00
T & K Sharman Pty Ltd Trading as Raw Energy Springfield	Operational Support	\$2,000.00
Tansey Partners Pty Ltd	Operational Support	\$2,000.00
Tash Maree Tours & Events	Operational Support	\$446.33
TG S Quinn and G A Smith t/a The Vintage Advantage	Operational Support	\$1,602.68

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
The Beauty Room QLD	Operational Support	\$1,000.00
The Cake Lady	Operational Support	\$1,000.00
The Cooling Company Pty td	Operational Support	\$1,000.00
The Dancer's Shop	Operational Support	\$120.00
The Ipswich Inn	Operational Support	\$2,000.00
The People's Gym	Operational Support	\$1,818.18
The People's Gym CrossFit	Operational Support	\$829.09
The Roaming Pig	Operational Support	\$1,000.00
The Tiki Bah	Operational Support	\$1,796.06
Thompson & Beattie Pty Ltd t/a Best Western Ipswich & The Heritage Restaurant & Piano Bar	Operational Support	\$1,000.00
TKMK Enterprise Pty Ltd	Operational Support	\$1,000.00
TKMK Enterprise Pty Ltd	Operational Support	\$2,000.00
TriEdge Coaching	Operational Support	\$2,000.00
Tsz Wan Nicole Leung t/a Log On Consulting	Operational Support	\$921.08
Tsz Wan Nicole Leung t/a Log On Consulting	Operational Support	\$2,000.00
Tuileva David Simon Meavao	Operational Support	\$2,000.00
Tupper Security and Personal Safety	Operational Support	\$2,000.00
Ungermann Brothers Pty Ltd	Operational Support	\$1,000.00
Vestigium Process Servers	Operational Support	\$2,000.00
VM Family Law	Operational Support	\$1,000.00
VM Family Law	Operational Support	\$2,000.00
Warrick Skuta	Operational Support	\$700.00
Warrick Skuta	Operational Support	\$2,000.00
Warwick Road Medical	Operational Support	\$1,000.00
What the Pup Grooming Studio	Operational Support	\$2,000.00
Wurrumay Collective	Operational Support	\$1,729.71
Yale Group P/L ATF Semloh Trust	Operational Support	\$1,000.00
Yamanto Investment Properties Pty Ltd t/a NettCo	Operational Support	\$1,000.00
Yamanto Investment Properties Pty Ltd t/a NettCo	Operational Support	\$2,000.00
You3 Pty Ltd	Operational Support	\$630.00
You3 Pty Ltd	Operational Support	\$2,000.00
Yule Strategic Pty Ltd	Operational Support	\$1,000.00
TOTAL		\$270,174.54
ENVIRONMENT AND SUSTAINABILITY FUNDING		
C&K Ripley Childcare Centre	Sustainable Sensory Global Garden – Planet Protectors Program	\$1,402.94
Goodna State Special School	Bush Tucker Garden	\$1,500.00
Ipswich Girls' Grammar School	Pool Embankment Revegetation (Funding and In-Kind)	\$2,693.49
Leichhardt State School	Growing Goodness – Gardening For Student Well-being	\$2,000.00
Mrs Beverley Clarke	Food for wildlife – foraging	\$338.00
Miss Heather James	Reptile Rescue Expansion	\$653.00

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
Ms Anita Imhoff	Animal ICU	\$1,000.00
Orphan Native Animal Rear and Release Association Incorp.	Foraging for Wildlife	\$1,968.00
Petit Early Learning Journey	Our Journey to Sustainability	\$1,892.28
Springfield Lakes Nature Care	Peaks to Point Festival	\$2,000.00
Walloon State School	Growing Together	\$895.95
TOTAL		\$16,343.66
EVENT AND MAJOR COMMUNITY EVENT SPONSORSHIP		
Willowbank Raceway	2021 Gulf Western Oil Winternationals	\$35,000.00
Limestone Events	The Gathering	\$10,000.00
Ipswich Turf Club	Ipswich Cup	\$20,000.00
AusCycling Limited	2021 AusCycling Queensland BMX State Championships	\$5,000.00
Ipswich Show Society	Ipswich Show	\$40,000.00
Tivoli Miracle Centre	Colours of Christmas (Tivoli)	\$15,000.00
Tivoli Miracle Centre	Ipswich New Year's Eve Celebrations (Tivoli)	\$15,000.00
Brassall	Christmas in Brassall	\$10,000.00
Greater Springfield Combined Churches	SCG Together Christmas	\$15,000.00
TOTAL		\$165,000.00
IN-KIND ASSISTANCE		
Christian School Sports Association Qld Ltd	CSSAQ Cross Country Carnival	\$1,758.82
Fine Iron Rod and Custom Car Club	Hot Rod Classic Car Show	\$2,616.74
Goodna Street Life Inc	GSL Easter Carnival	\$5,075.79
Ipswich & District Rifle Club Inc.	Christmas breakup and picnic shoot	\$394.55
Ipswich Cycling Club	Fox Superflow Enduro	\$394.55
Ipswich Field Archery Club	Ipswich Classic	\$1,332.90
Ipswich Field Archery Club	Ipswich Classic	\$1,299.55
Ipswich Hockey Association Inc.	Queensland School Sport 2020 10-12yrs Hockey State Championship	\$2,579.37
Ipswich Hospital Foundation	Ipswich Cup	\$624.85
Ipswich Show Society	Ipswich Annual Show	\$4,576.32
Ipswich Softball Association Inc.	Softball Queensland U14 Girls State Championships	\$1,819.71
Ipswich Touch Association Inc	Ipswich Falcons Junior Cup	\$2,098.50
Karalee Twin Rivers Junior Rugby League Football Club	Indigenous Day Football Carnival	\$364.85
Marburg and District Agricultural and Industrial Association Incorporated	Marburg Agricultural Show	\$6,410.70
Moggill Mt Crosby Lions Club	Recruitment 24/7 Ipswich100	\$468.85
Multicultural Australia – Redbank Plains Community Centre	Schools Out	\$2,879.45
Neighbourhood Watch Australasia Limited	Muscle in Maculata 2021	\$973.86
Pine Mountain & Districts Historical Society	Remembrance Day Service	\$450.07
Pine Mountain & Districts Historical Society	Len Mahon	\$437.07
Qld Council of Unions Ipswich Labour Day Committee	Ipswich Labour Day	\$2,318.67
Rosewood A & H Association	Rosewood Show	\$7,971.18

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
Rosewood RSL Sub Branch	Rosewood ANZAC Day Commemoration (witches hats)	\$-
Rugby League Ipswich	Volunteers' Cup (Senior Rugby League)	\$140.86
Samoan Independent SDA Church	Youth Christian Sports Connection	\$2,955.59
Samoan Independent SDA Church	SISDAC Youth Cricket Carnival	\$2,413.75
Springfield Lakes Radio Yacht Club	Interclub Event	\$254.90
Tennis Seniors Queensland Inc	2021 TSQ Claycourt Championships	\$470.81
The Anglican Parish of Goodna	Community Christmas Carols on the Green-prep	\$1,465.43
The Bangladesh Association In Brisbane Inc.	BAB Bengali New Year & Multicultural Festival 2021	\$1,789.74
Varnam Cultural Society (QLD) Inc.	Multicultural Tamil & Indian New Year Celebrations	\$4,968.07
TOTAL		\$61,305.50
MAJOR FUNDING		
Baby Give Back	Safe n Snug	\$10,320.00
Blair State School Parents and Citizens Association	Playground Shade Sail Upgrade	\$13,636.00
Boorrumpah Goupong Aboriginal Corporation	Cultural Yarn Ups	\$14,999.52
Central Presbyterian Church Ipswich	Community Christmas Eve Carol Services	\$3,970.00
City of Ipswich Pipe Band	Completion of building works during COVID-19	\$6,064.00
Cystic Fibrosis Queensland	Home Hygiene program	\$4,545.45
Football Ipswich Inc. (Western Pride Football Club)	Fitness KICKstart – Summer Football For All	\$8,850.00
Goodna and Districts Rugby League Football Club Inc	Install Air Conditioning to Clubhouse	\$12,000.00
Goodna Special School P&C	Goodna Special School – School Sign	\$15,000.00
Goodna State School Parents & Citizens Association	Shade Sail	\$7,720.00
Goodna Street Life Inc	Carols by Candlelight	\$14,354.55
Goodna Street Life Inc	GSL Easter Carnival	\$15,000.00
Grace Christian Church Redbank Plains	Carpet replacement	\$15,000.00
Ipswich and West Moreton BMX Club	Start Gate Mechanism	\$6,750.00
Ipswich and West Moreton Cricket Association Inc.	Coaching equipment storage shed	\$10,475.53
Ipswich Basketball Association Ltd	Upgrade of main carpark	\$15,000.00
Ipswich City Dirt Kart Club	Maintenance Upgrades to Track, Pre Grid & Pit Areas	\$11,150.40
Ipswich City Orchestras Incorporated	Spirit of Christmas (held 3 December 2020)	\$15,000.00
Ipswich City Orchestras Incorporated	Spirit of Christmas (to be held 4 December 2021)	\$15,000.00
Ipswich Community Care Fund Inc.	Signage for charity shop	\$1,080.00
Ipswich Hospital Foundation	Ipswich Hospital Foundation Park2Park	\$15,000.00
Ipswich Orpheus Chorale Inc	The Best of British – A Community Music Celebration	\$10,000.00
Leichhardt State School	Community Through Communication – L.E.D. school sign for Leichhardt	\$13,636.36
Mount Marrow State School P&C Association	Enhance MMSS Digital Hub	\$6,264.88
Neami National	Mental Health Week 2020 "Stop Breath Connect Create"	\$3,632.67
Parkrun Inc t/a Parkrun Australia	A parkrun for Ripley North	\$5,000.00
Raceview Congregational Fellowship Inc	Christmas Nativity Scene in front of Church	\$3,654.00

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
Raceview Congregational Fellowship Inc	Community meeting space	\$15,000.00
Rosewood and District Support Centre Inc	Drop Off Zone – Disability Accessible	\$5,697.00
Rotary Club of Booval	Footprints in the Park	\$2,250.00
Scout Association of Australia Qld Branch Moreton Region	Signage for Raceview, Camira, Queens Park, Rosewood and North Ipswich Scout Group Dens	\$3,508.00
Scout Association of Australia Qld Branch Moreton Region	Purchasing Equipment for Scout Groups in Moreton Region Scouts	\$5,824.68
Springfield Ipswich Chess Club Inc.	Empowering Young People Through Chess	\$2,890.00
Springfield Lakes Nature Care INC	Surveying our Shyest Mammals	\$6,022.07
St Edmund's College Ipswich	Skool 2 Skoolies	\$7,016.95
Staines Memorial College	SMC Community Hub Garden	\$15,000.00
StandbyU Foundation	StandbyU – Connections Change Lives	\$14,850.00
THAT Production Company	Cosi by Louis Nowra presented as an official Mental Health Week Event	\$15,000.00
The Allison Baden-Clay Foundation	Make It Your Business – Small Business and Workplace Educational Forum	\$2,310.00
The Lady Musgrave Trust	Security to Homeless Women's Accommodation in Ipswich CBD	\$15,000.00
UCA Glebe Road Ipswich Uniting Church	CCTV Cameras to secure Glebe Rd Uniting Church	\$11,582.00
Vedanta Centre of Sydney	Drilling of Water Bore to provide sustainable water supply for community projects	\$11,686.00
Vedanta Centre of Sydney	Equipment to maintain the Vedanta Community Garden	\$5,715.00
Victory Church Ltd	Community Space	\$15,000.00
Vision Christian Family	Family Funday	\$2,727.00
Whitehill Church of Christ	Power Supply Upgrade	\$15,000.00
Y-Care (Southeast QLD Inc) – Springfield Central	Youth Fun – 2021 School Holiday Activities (January – April)	\$8,018.62
YMCA of Brisbane (Springfield Lakes Community Centre)	Crafty kids	\$15,000.00
TOTAL		\$468,200.68
MINOR FUNDING		
Anglican Parish of Rosewood	Marburg Community Carols Evening	\$1,141.00
Churches of Christ Care	Churches of Christ Care South West Foster and Kinship Family Christmas Party	\$1,604.66
Domestic Violence Action Centre	2020 DVAC End of Year Party/ Kids Group	\$845.00
Focal Community Services	Community Christmas Event	\$750.00
Gailes Residents Committee	Christmas on Karina	\$1,835.30
Goodna and Districts Rugby League Football Club Inc	Purchase Equipment	\$1,241.45
Goodna State School Parents & Citizens Association	Community Under 8s Day	\$1,700.00
Ipswich Woodcrafts Club Inc.	Signing and Awareness	\$1,459.00
THAT Production Company	Juniper Wilde Comes to Ipswich (Audience Development Pilot)	\$2,000.00
Vedanta Centre of Sydney	Washing machine with dryer combo for the Soup kitchen	\$2,000.00
Vedanta Centre of Sydney	Vegetable Prep Machine for Soup Kitchen	\$1,962.00
TOTAL		\$16,538.41

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
PILOT FAÇADE IMPROVEMENT PROGRAM		
S & J Mallet P/L	Awning 156	\$6,818.18
C J Vogler & Son	Voglers Hobbies	\$10,434.50
Ipswich Commercial Dot Com Pty Ltd T/A Ray White Ipswich Commercial	Ellenborough House Revitalisation Project	\$6,000.00
Rowland Estate Family Trust	Old Flour Mill Wheelchair Lift	\$7,500.00
Aus Escorts Pty Ltd	86 Brisbane	\$15,000.00
Ipswich Massage & Herbal Spa	Exterior Facelift	\$8,619.42
Brita Pty Ltd	Greenhams Facade Refurbishment	\$7,500.00
Inhouse Bathrooms Pty Ltd	Façade Completion Project	\$2,691.00
Walker Pender Group Pty Ltd	Improvement of building façade	\$7,500.00
The Retro Diner	Exterior Upgrade	\$3,870.00
D & K Farrer Investments Pty Ltd	External Painting of 80 Brisbane St	\$6,317.48
Nolans Properties	Nolans Properties Facade Refurbishment	\$7,500.00
TOTAL		\$89,750.58
QUICK RESPONSE FUNDING		
Australian Foundation for Disability	iPads and Resources to Support our Disadvantaged People with Disabilities into Recovery	\$1,000.00
Football Ipswich Inc. (Western Pride Football Club)	Sports Trainers	\$1,000.00
Gailes Residents Committee	Kidz Bizz school holiday program	\$780.00
Leichhardt Baptist Church	Leichhardt Early Development Community Videos	\$750.00
Leichhardt Community Group Inc	2021 Easter Holidays Activity Packs	\$1,000.00
Playgroup Queensland Ltd	Playgroup Enhancement Project	\$466.83
Queensland Pathways State College	Holiday program term 4 2020	\$654.55
Rosewood Bowls Club Inc	COVID Safety for Bowls Events	\$903.20
Springfield180 Fund (The Potters House)	Poly Flava – Celebrating Polynesian Cultures	\$1,000.00
TWAP – Together We Are Powerful Inc.	Together We Are Powerful Sewing Group	\$1,000.00
U3A Ipswich & West Moreton Inc	Satchels for Tutors	\$955.68
YMCA of Brisbane (Springfield Lakes Community Centre)	September School Holiday Program	\$1,000.00
Zonta Club of Ipswich Inc	Zonta Club of Ipswich Domestic Violence Information Project	\$590.00
TOTAL		\$11,100.26
REGIONAL ARTS DEVELOPMENT FUND (RADF)		
AusCongo Network Inc	Workshops for Congolese Culture Connect	\$4,400.00
Baz (Geoffrey) Ruddick	Whose lens is it anyway?	\$3,360.00
BEMAC	Booster Pack for Creatives	\$5,000.00
Bisichop (Future) Fidel	The Victim	\$7,300.00
Christian Sargeant	DIY Music Workshop Series	\$6,000.00
Circus Ipswich	Circus Ipswich Street Parade	\$9,100.00
Damien Johnson	Your Woman'	\$5,680.00
David Burton	The Queensland Refugee Experience (Working Title)	\$7,050.00

APPLICANT	PROJECT TITLE	AMOUNT ALLOCATED (EXCL GST)
Debbie Chilton	Ipswich Artists in Kindergarten Residence Workshop Program	\$5,000.00
Ipswich City Orchestras Incorporated	Youth Community Workshop 2021	\$10,567.30
Lee Reimers (FullARTon)	Mr Chippa The Woodblock Carver of Bagru – A Children's Exhibition	\$11,650.00
Maurice Woodley	First Solo Exhibition – Journeys	\$6,070.00
Paulina Schuemann	Music 1:1 & Mentoring	\$1,000.00
Sarah Dinsey	Falling in Slow Motion	\$10,000.00
TOTAL		\$92,177.30
TRIENNIAL GRANT		
Multicultural Australia – Redbank Plains Community Centre	Balance Project	\$3,579.65
TOTAL		\$3,579.65








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