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Ipswich City Council

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24 January 2019

NOTICE OF MEETING

Notice is hereby given that the **ORDINARY MEETING OF COUNCIL** is to be held on **TUESDAY, 29 JANUARY 2019** commencing at **9.00 am** in the Council Chambers, on the 2nd Floor of the Administration Building, 45 Roderick Street, Ipswich.

The business papers for the meeting are attached to this notice.



BUSINESS

- A. OPENING OF MEETING:
- B. WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY:
- C. OPENING PRAYER:
- D. APOLOGIES AND LEAVE OF ABSENCE:
- E. CONDOLENCES AND MEMORIALS:
- F. PETITIONS AND PRESENTATIONS:
- G. CONFIRMATION OF MINUTES:
1. Ipswich City Council – Minutes of Meeting of 4 December 2018
 2. Ipswich City Council – Minutes of Special Meeting of 20 December 2018
- H. RECEPTION AND CONSIDERATION OF COMMITTEE REPORTS:
3. Economic Development Committee's Report
 4. Growth and Infrastructure Committee's Report
 5. Communities Committee's Report
 6. Environment Committee's Report
 7. Governance Committee's Report
- I. CONSIDERATION OF NOTIFIED MOTIONS:
- J. RECEPTION OF NOTICES OF MOTION FOR FUTURE MEETINGS:
- K. QUESTIONS:
- L. OFFICERS' REPORTS:
- Queensland Audit Office Final Management Report 2017–2018
 - Proposed Late Item – Cameron Park – Future Use of Parkland and Facilities
- M. CONSIDERATION OF ITEMS PLACED ON THE AGENDA BY A COUNCILLOR IN ACCORDANCE WITH SECTION 6 AND 8 OF THE SUBORDINATE LOCAL LAW (2.1 COUNCIL MEETINGS):

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COUNCIL ORDINARY MEETING

4 December 2018

Held in the Council Chambers, Administration Building

The meeting commenced at 9.00 am

Pursuant to section 13 of Council's Local Law No 2 (Council Meetings) 2013, the Interim Administrator invited the Interim Management Committee members present being Simone Webbe, Jan Taylor, Steve Greenwood and Robert Jones to address the Council on any matters before it.

The Interim Administrator advised that he is bound to declare Conflict of Interests and potential Conflict of Interests and that the members of the Interim Management Committee are not legally bound, however in accordance with the Interim Management Charter they will also declare Conflict of Interests and potential Conflict of Interests.

ATTENDANCE AT COMMENCEMENT

MEMBER'S ATTENDANCE:

Greg Chemello (Interim Administrator)

INTERIM MANAGEMENT COMMITTEE:

Simone Webbe, Jan Taylor, Steve Greenwood and Robert Jones

ACKNOWLEDGEMENT OF COUNTRY

Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land upon which we meet. We pay our respects to their elders, past, present and emerging, as the keepers of the traditions, cultures and stories of a proud people.

OPENING PRAYER

Let us in silence pray or reflect upon our responsibilities to the people of Ipswich.

We meet today to serve our community,
to use our resources wisely and well,
to represent all members of our community fairly,
and to make decisions that promote the common good.

APOLOGIES AND LEAVE OF ABSENCE

Nil

CONDOLENCES AND MEMORIALS

Nil

PETITIONS AND PRESENTATIONS

Nil

**CONFIRMATION OF
MINUTES OF ORDINARY
MEETING**

The Interim Administrator of the Ipswich City Council resolves:

That the Minutes of the Council Ordinary Meeting held on 13 November 2018 be confirmed.

The motion was put and carried.

**RECEPTION AND
CONSIDERATION OF
COMMITTEE REPORTS**

The Interim Administrator of the Ipswich City Council resolves:

That the Economic Development Committee Report No. 2018(02) of 27 November 2018 be received and adopted.

DISCUSSION

In relation to Item 1- Ipswich Central Redevelopment – Business Continuity Plan, the Interim Administrator thanked staff for assisting with preparing the draft Ipswich Central Redevelopment Business Continuity Plan. The draft was presented to a group of about 70 or 80 Ipswich Central business owners/tenants at a meeting on 27 November 2018, and a request for them to come back with some comments to council. The Plan talks about the business owners/tenants' rights, obligations and opportunities to deal, manage with and capitalise on the redevelopment. Council asked for business owners/tenants' ideas about what council should commit to in terms of communication and engagement during the redevelopment. Comments should be received this week and the plan finalised in that context. It was noted that there will be opportunities for ongoing engagement with the business community.

Discussion was also held in committee regarding branding for Business Ipswich and Defence Ipswich and the need to ensure that these names and other similar brand names, are always linked to the Ipswich City Council logo so that the community clearly understands these are council operations.

The motion was put and carried.

The Interim Administrator of the Ipswich City Council resolves:

That the Growth and Infrastructure Committee Report No. 2018(02) of 27 November 2018 be received and adopted.

CONFLICT OF INTEREST

The Interim Administrator noted the Conflict of Interests declared in the Growth and Infrastructure Committee in relation to:

- Item 1 – Inland Rail Project and that this was a result of his previous role as General Manager of Economic Development Queensland.
- Item 7 - Proposed Amendments to Delegations and Planning and Development Fees and Charges and that this was also as a result of his previous role as General Manager of Economic Development Queensland.

DISCUSSION

In relation to Item 8 – Heads of Agreement between Council and Ipswich Historical Society for the Planning and Development of the Cooneana Heritage Centre, the Interim Administrator advised he was at a Queensland Museums and Galleries function on Monday where Cooneana was one of 6 recipients of a Standards Review Program certificate confirming Cooneana’s capability as a museum.

The motion was put and carried.

The Interim Administrator of the Ipswich City Council resolves:

That the Communities Committee Report No. 2018(02) of 27 November 2018) be received and adopted.

CONFLICT OF INTEREST

The Interim Administrator noted the Conflict of Interest declared in the Communities Committee in relation to Item 6 – Guiding Principles for Strengthening Emerging Communities of Place and that this was as a result of his previous role as General Manager of Economic Development Queensland in relation to the Ripley Priority Development Area.

DISCUSSION

In relation to Item 2 - Community Grants and In-kind Assistance Program Applicant Guideline Changes, the Interim Administrator noted the great work done by staff for the recommended changes to the applicant guidelines where people who applied for grants could not get in-kind assistance in terms of toilets and amenities provided by council. The Interim Administrator advised that such iterative changes were part of the reform process and as Council progresses over the next year, it will make changes as needed or appropriate.

The Interim Administrator also noted the great work done by staff on the Public Participation and Engagement Strategy.

The motion was put and carried.

The Interim Administrator of the Ipswich City Council resolves:

That the Environment Committee Report No. 2018(02) of 27 November 2018 be received and adopted.

CONFLICT OF INTEREST

The Interim Administrator noted the Conflict Of Interests declared in the Environment Committee in relation to:

- Item 2 – Proposed Funding for the Regional Co-ordinator for the South East Queensland Land for Wildlife Program and that he was a personal member of Land for Wildlife.
- Item 4 – Brisbane River Strategic Floodplain Management Plan (SFMP) and that in his former role as Deputy Director-General, Planning Group for the state government he was responsible for the state’s management of the Brisbane River catchment modelling and planning which included this flood study.

DISCUSSION

In relation to Item 6 – Expression of Interest Waste Management and Recycling Services, the Interim Administrator noted the process for waste management recycling services and acknowledged the great work being done by Ipswich council staff along with Logan, Somerset, Lockyer, Scenic Rim and a couple of other South East Queensland councils who are working collaboratively towards some good long term thinking about possibilities and different technologies on dealing with waste as a co-ordinated sub-regional program.

The motion was put and carried.

AMENDMENT

The Interim Administrator of the Ipswich City Council resolves:

That the Governance Committee Report No. 2018(02) of 27 November 2018 be received and adopted subject to:

- The amendment of Item 14 titled “Proposed Changes to Formal Ipswich City Council Representation on External Committees and Boards; and Proposed Changes to the Status of Formal Internal Committees and Working Groups” by adding the words “as amended” after the words Attachment A in both Recommendation A and B.

The Interim Administrator advised that the changes refer to two slight amendments within Attachment A which were:

- The Ipswich Regional Arts Development Fund (RADF) Committee where council recommended that Council discontinue Council’s representation however as there are also council officers that assist in this process, the amendment reflects that Council just discontinue councillor representation.
- The Scenic Valley Regional Road Transport Group to ensure that the incumbent Chief Operating Officer of Infrastructure Services is the representative.



Attachment A of
Item 14

- The inclusion of Item 15 titled “Report- Audit and Risk Management Committee No. 2018(05) of 28 November 2018.



Report of Audit
and Risk Managemen

DISCUSSION

In relation to Item 2 – Tender for the Queens Park Lease and Operation, the Interim Administrator noted that this was a long standing issue and thanked staff for their efforts in resolving the matter now that the lease for the café has been awarded.

In relation to Item 6 – Adoption of the Minister’s Code of Conduct for Councillors, the Interim Administrator advised that the Code became mandatory on Monday and that Council has adopted the Minister’s Mandatory code verbatim. The Interim Administrator stated that Council can add more to the code if required but that it can’t remove material matters and noted that Council looked at incorporating matters from its existing code of conduct but there was nothing significant that would add any value.

In relation to Item 7 – Transformation Project No. 6 – Review and Implement an Improved Complaints Management Framework, the Interim Administrator thanked the Interim Management Committee members and council staff for compiling the framework in a relatively short period of time acknowledging that this was a great reform for the way that Council will deal with complaints.

The motion was put and carried.

OFFICER’S REPORT

DISCUSSION



Officer's Report -
Council Recordkeep

COUNCIL RECORDKEEPING POLICY

That the report by the Project Officer Corporate Services dated 29 November 2018 concerning the adoption of a Recordkeeping Policy be received and adopted.

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolves:

That the policy titled “Record Keeping Policy” as detailed in Attachment A to the report by the Project Officer Corporate Services dated 29 November 2018, be adopted.

DISCUSSION

The Interim Administrator advised that this was not the replacement of a policy; that this was the first time Council has had a formal recordkeeping policy and thanked staff for the amount of work done in a relatively short period of time. The Interim Administrator acknowledged that this policy was particularly important for the operations of council given that Council has a freeze on document control where it is not allowed to destroy documents. It was noted that Council requires this recordkeeping policy and a group of other policies and procedures before it can deal with document control in a much more systematic way.

The motion was put and carried.

MEETING CLOSED

The meeting closed at 9.11 am.

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING EXTERNAL INDIVIDUALS – adopted 19 September 2017

ORGANISATION ETC.	REPRESENTATIVE	RECOMMENDATION/COMMENTS
Aboriginal and Torres Strait Islander Peoples Accord Working Group	Councillor Silver (Chairperson) Councillor Stoneman (Deputy Chairperson)	Continue. Recommended ICC representation: Community Development Coordinator
Amberley Defence Support Group – Project Control Group	Mayor (or nominee) Councillor Bromage Councillor Pahlke Councillor Pisasale	Discontinue ICC representation.
Apprenticeships Queensland Board	Councillor Wendt	Discontinue ICC representation.
Australian Local Government Nuclear Free Zones Secretariat	Councillor Tully Councillor Pahlke	Discontinue ICC representation.
Australian Mayoral Aviation Council	Councillor Wendt Councillor Tully	Discontinue ICC representation.
Australian Smart Communities Association	Mayor (or nominee) Councillor Tully	Discontinue ICC representation.
Bremer River Catchment Association Inc.	Chairperson of Conservation and Environment Committee	Continue. Recommended ICC representation: WPR Officer
Bremer River Fund Steering Committee	Chairperson of Conservation and Environment Committee Councillor Pahlke	Continue Recommended ICC representation: Waterways Health Officer
Business Enterprise Centre – Ipswich Region	Councillor Pisasale	Continue Recommended ICC representation: OED Officer
Chamber of Commerce and Industry Queensland Bremer Region	Councillor Pahlke Councillor for Division 7	Continue Recommended ICC representation: OED Officer
Cherish the Environment Limited	Councillor Morrison	Continue Recommended ICC representation: COO WPR
Cherish the Environment Foundation Board	Greg Chemello (Interim Administrator)	Continue

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING EXTERNAL INDIVIDUALS – adopted 19 September 2017

ORGANISATION ETC.	REPRESENTATIVE	RECOMMENDATION/COMMENTS
		Confirmed ICC representation: Greg Chemello appointed as ICC rep at C & E Committee in Oct.
Council of Mayors (SEQ)	Mayor (Representative) Deputy Mayor (Substitute Representative)	Continue Confirmed ICC representation: Interim Administrator (COM SEQ approved)
Council of Mayors (SEQ) Economic Development Committee	Chairperson of Economic Development and Digital City Committee	Continue Continued ICC representation: COO OED and OED Officer
Council of Mayors (SEQ) Waterways and Environment Committee	Councillor Silver	Continue Recommended ICC representation: COO WPR
Council of Mayors (SEQ) Infrastructure and Planning Committee	Councillor Morrison	Continue Recommended ICC representation: City Planner
Friends of Cemeteries	Councillor Ireland (Chairperson) Councillor Pahlke	Continue Recommended ICC representation: Manager of Strategic Policy and Systems, or by proxy
Greater Springfield Chamber of Commerce	Mayor (or nominee)	Continue Continued ICC representation: OED Officer
Indigenous Advisory Group (previously known as the Reconciliation Action Plan Working Group)	Councillor Morrison (Deputy Chairperson) Councillor Silver (Chairperson) Councillor Ireland	Discontinue ICC representation (Replaced by the Aboriginal and Torres Strait Islander Peoples Accord Working Group.)
Ipswich 60 and Better	Chairperson of Arts Community Development Committee(Chairperson)	Discontinue ICC representation
Ipswich Arts Foundation	Mayor Councillor Stoneman Councillor Pisasale	Process currently underway to merge the functions of the Ipswich Arts Foundation and the Ipswich Arts Foundation Trust under a new company, I.A Limited. Council's nominee to be Dr Sophia Elmes
Ipswich Chamber of	Councillor Tully	Continue

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING EXTERNAL INDIVIDUALS – adopted 19 September 2017

ORGANISATION ETC.	REPRESENTATIVE	RECOMMENDATION/COMMENTS
Commerce and Industry	Mayor	Continued ICC officer representation: OED officer
Ipswich District Disaster Management Group	Mayor Chairperson of Infrastructure and Emergency Management Committee	Continue (legislative requirement) Continued ICC officer representation: Interim Administrator, COO WPR, Principal Officer (Emergency Management)
Ipswich Heritage and Monuments Advisory Committee <i>(formerly Heritage Advisory Committee and Monuments and Memorials Committee – amalgamated 30 January 2018)</i>	Councillor Morrison (Chairperson) Councillor Silver (Deputy Chairperson) Councillor Stoneman Councillor Pahlke	Continue Recommended ICC officer representation: Principal Officer Urban Design and Heritage Conservation, and Team Coordinator Cultural Heritage.
Ipswich Local Disaster Management Group	Mayor (Chairperson) Chairperson of Infrastructure and Emergency Management Committee (Deputy Chair) Deputy Mayor (additional Deputy Chair) Councillor Morrison (additional Deputy Chair)	Continue (legislative requirement) Continued ICC representation: Interim Administrator
Ipswich Police District Neighbourhood Watch Committee	Councillor Stoneman Councillor Ireland Councillor Pahlke	Continue Recommended ICC representation Safe City and Corporate Security Manager
Ipswich Regional Arts Development Fund (RADF) Committee	Councillor Pisasale (Chairperson) Councillor Stoneman (Deputy Chairperson) <i>RADF Committee members elected to rotate the Chair and Deputy Chair positions at each meeting.</i>	Discontinue ICC councillor representation
IA Foundation Ltd	No Councillor Representation <i>Council can nominate two directors under the Constitution and they do not need to be Councillors.</i> <i>The Company was registered with a board of directors which comprised the current directors of Ipswich Arts Foundation (including CI Representatives). These directors were removed with the dismissal of Ipswich City Council.</i>	Continue Council's nominee to the Board of Directors is Dr Sophia Elmes.

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING EXTERNAL INDIVIDUALS – adopted 19 September 2017

ORGANISATION ETC.	REPRESENTATIVE	RECOMMENDATION/COMMENTS
Ipswich Rivers Improvement Trust	Councillor Tully Councillor Pahlke	Continue Recommended ICC representation: WPR Officer
Ipswich Tourism Operators Network	Mayor Councillor Wendt (nominee) Chairperson of Libraries and Tourism Committee (nominee) Councillor Stoneman (nominee)	Continue Continued ICC representation: ICC Tourism Officer
Mainstreet Australia	Mayor Chairperson of Economic Development and Digital City Committee Councillor for Division 7	Discontinue ICC representation
Parking Taskforce	Chairperson of Infrastructure and Emergency Management Committee Councillor for Division 7 Councillor Ireland Councillor Wendt	Continue Recommended ICC representation: Manager Community Compliance, COO HSRS, or by proxy.
Property Council of Australia, Queensland Division	Chairperson of Planning, Development and Heritage Committee (or nominee)	Discontinue ICC representation
Queensland Local Government Association (Conference delegates)	Councillor Tully Mayor	Continue Recommended ICC representation: COO HSRS, relevant COOS and third level managers
RAAF Amberley Aviation Heritage Centre Steering Group	Chairperson of Libraries and Tourism Committee Councillor Pisasale	Discontinue ICC representation
Regional Development Australia Ipswich and West Moreton Steering Committee (RDAIWM)	Councillor Wendt	Continue Recommended ICC representation: OED Manager
Ripley Valley Reference Group	Councillor Silver	Discontinue (this group was never formally established)
Rural Fire Service Local Area Finance Committee	Councillor Bromage Councillor Pahlke	Discontinue ICC representation

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING EXTERNAL INDIVIDUALS – adopted 19 September 2017

ORGANISATION ETC.	REPRESENTATIVE	RECOMMENDATION/COMMENTS
(previously Ipswich Rural Fire Levy Committee)	(shared role with voting rights of 1 delegate)	
Scenic Valley Regional Road Transport Group (SV RRTG)	Chairperson of Infrastructure and Emergency Management Committee (Chairperson)	Continue Recommended ICC representation: <u>Incumbent</u> COO IS
Soldiers' Memorial Hall Committee	Councillor Pisasale (Chairperson) Councillor for Division 7 Councillor Stoneman Councillor Wendt	Discontinue ICC representation
Springfield Community Facilities Advisory Board	Chairperson of Planning, Development and Heritage Committee (Chairperson)(Council appointed) Councillor Ireland (Council appointed) Councillor Tully	Continue Recommended ICC representation: City Planner, COO ASDCE & Development Planning Manager
Springfield Town Centre Infrastructure Advisory Board	Chairperson of Planning, Development and Heritage Committee (Chairperson) Councillor Ireland Councillor Tully	Continue Recommended ICC representation: City Planner, COO ASDCE & Development Planning Manager
St Andrew's Ipswich Private Hospital Partnering with Consumers Committee	Councillor Ireland	Discontinue ICC representation
World Technopolis Association	Mayor (or nominee).	Discontinue ICC representation

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING <u>INTERNAL</u> WORKING GROUPS – adopted 19 September 2017		
ORGANISATION	REPRESENTATIVE	ELT RECOMMENDATION/COMMENTS
Health and Safety Environment Board	Councillor Pisasale (Chairperson) Councillor Ireland	Continue
Digital Innovation Steering Committee	Mayor Chairperson of Economic Development and Digital City Committee (Chairperson) Deputy Chairperson of Economic Development and Digital City Committee Chief Executive Officer (Deputy Chairperson) Chief Financial Officer General Counsel and City Solicitor Chief Operating Officer (Economic Development and Marketing)	Discontinue group
Safe City Steering Committee	Councillor Bromage (Deputy Chairperson) Councillor for Division 7 Councillor Ireland (Chairperson) Councillor Silver Councillor Wendt Councillor Pahlke	Continue
CBD Transformation Steering Committee	Mayor (Chairperson) Councillor for Division 7 Chairman of ICP Board as nominated by ICP Board Chief Executive Officer (Deputy	Discontinue group

REPRESENTATION ON ORGANISATIONS, COMMITTEES, GROUPS ETC. INVOLVING <u>INTERNAL</u> WORKING GROUPS – adopted 19 September 2017		
ORGANISATION	REPRESENTATIVE	ELT RECOMMENDATION/COMMENTS
	Chairperson) General Counsel and City Solicitor Chief Operating Officer (Works, Parks and Recreation)	
Library Working Group	Deputy Mayor Councillor Pahlke (Chairperson) Councillor Morrison Councillor Tully Councillor Silver Councillor Ireland	Discontinue group
Enterprise Agreement Consultative Committee	Mayor Chief Executive Officer (Chairperson) Chief Financial Officer Human Resources Manager Employee Relations Manager Chief Operating Officer (Works, Parks and Recreation)	Continue

AUDIT AND RISK MANAGEMENT COMMITTEE NO. 2018(05)

28 NOVEMBER 2018

REPORT

- MEMBERS' ATTENDANCE:** Greg Chemello (Interim Administrator), Graeme Stratford (Chairperson and External Member) (via teleconference), Stan Gallo (Interim Management Committee member) and Robert Jones (Interim Management Committee member)
- MEMBERS' APOLOGIES:** Dr Annette Quayle (External Member)
- OTHER ATTENDANCE:** Acting Chief Operating Officer (Finance and Corporate Services) (Jeffrey Keech), Chief Audit Executive (Freddy Beck), Queensland Audit Office (Patrick Flemming), Queensland Audit Office (Lisa Fraser) and Queensland Audit Office (Megan Manuel)

1. **REPORT – AUDIT AND RISK MANAGEMENT COMMITTEE NO. 2018(04) OF 11 OCTOBER 2018**

With reference to a report by the previous Audit Committee No. 2018(04) of 11 October 2018 and an extract of the Council Ordinary Meeting held on 16 October 2018.

RECOMMENDATION

That the report be received and the contents noted.

With reference to Item 5 titled Planning of Future Audit and Risk Management Committee meetings for 2019, contained in the report of the Audit and Risk Management Committee No. 2018(04) of 11 October 2018, Robert Jones (Interim Management Committee member) advised that the review of the proposed structure and planned agenda is still in progress. The review will address the alignment required between Council and the Queensland Audit Office to ensure that in 2019, the Committee remains focussed on the audit requirements as Council moves through Interim Administration. Accordingly, the proposed structure and planned agenda for 2019 will be presented to the next meeting of the Audit and Risk Management Committee for consideration.

The confidential papers associated with Item 2 are confidential as they are only draft statements at this stage and need to remain confidential until signed by the Chief Executive Officer and the Queensland Audit Office.

2. 2017–2018 ANNUAL FINANCIAL STATEMENTS FOR CONTROLLED ENTITIES

With reference to a report by the Treasury Accounting Manager dated 26 November 2018 concerning the 2017–2018 Annual Financial Statements and associated documents for Ipswich City Council's (Council) controlled entities.

RECOMMENDATION

That the report be received and the contents noted.

The confidential papers associated with Item 3 are confidential as the information relates to financial information associated with Council and the relevant entities.

3. IPSWICH CITY COUNCIL'S RELATIONSHIP WITH RUGBY LEAGUE IPSWICH INCORPORATED AND CHERISH THE ENVIRONMENT FOUNDATION LIMITED

With reference to a report by the Principal Financial Accountant dated 21 November 2018 concerning the position papers submitted to the Queensland Audit Office (QAO) about the relationship between Ipswich City Council and each of the entities mentioned below and any potential for disclosure in Council's financial statements.

- Rugby League Ipswich Incorporated
- Cherish the Environment Foundation Limited

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. The position papers for Rugby League Ipswich Incorporated and Cherish the Environment Foundation Limited, as detailed in Attachment A and B to the report by the Principal Financial Accountant dated 21 November 2018, be received and noted.
 - B. That the Audit and Risk Management Committee recommend to the Chief Executive Officer that Council further review the funding agreement with Rugby League Ipswich Limited as outlined in Attachment A to the report by the Principal Financial Accountant dated 21 November 2018.
 - C. That the briefing note – Review of levied Infrastructure Contributions, as detailed in Attachment C to the report by the Principal Financial Accountant dated 21 November 2018, be received and noted.
 - D. The position paper in relation to the Impairment of the ICP loan, as detailed in Attachment D to the report by the Principal Financial Accountant dated 21 November 2018, be received and noted.
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The confidential papers associated with Item 4 are confidential as they are only draft statements at this stage and need to remain confidential until signed by the Chief Executive Officer and the Queensland Audit Office.

4. 2017–2018 ANNUAL FINANCIAL STATEMENTS AND 2017-2018 MANAGEMENT REPRESENTATION LETTER

With reference to a report by the Principal Financial Accountant dated 23 November 2018 concerning the 2017–2018 Annual Financial Statements and 2017–2018 Management Representation letter.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the 2017–2018 Annual Financial Statements as detailed in Attachment A and the 2017–2018 management representation letter as detailed in Attachment B to the report by the Principal Financial Accountant dated 23 November 2018, be approved for certification by the Interim Administrator and Acting Chief Executive Officer.

Item 5 is confidential as the Queensland Audit Office produced this document specifically for the Audit and Risk Management Committee.

5. QUEENSLAND AUDIT OFFICE CLOSING REPORT

With reference to a report by the Queensland audit Office concerning the Queensland Audit Office's Report as at 28 November 2018.

RECOMMENDATION

That the report be received and the contents noted.

6. NEXT MEETING – Wednesday, 13 February 2019.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 3.35 pm.

Graeme Stratford (Chairperson and External Member) joined the meeting via teleconferencing and at this time invited the Interim Administrator to assume the role as Chairperson.

Greg Chemello (Interim Administrator) assumed the role of Chairperson as invited.

The meeting closed at 4.40 pm.

Council Ordinary Meeting	
Mtg Date: 04.12.18	OAR: YES
Authorisation: Charlie Dill	

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29 November 2018

MEMORANDUM

TO: ACTING CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)

FROM: PROJECT OFFICER CORPORATE SERVICES

RE: **ADOPTION OF A RECORDKEEPING POLICY**

INTRODUCTION:

This is a report by the Project Officer Corporate Services dated 29 November 2018 concerning the adoption of a Recordkeeping Policy.

BACKGROUND:

Under the *Public Records Act 2002*, the Chief Executive Officer is required to ensure council is compliant in keeping full and accurate records of its activities. Full and accurate records are those records that provide reliable, complete and authentic evidence of business activities and decisions.

“s7 Making and keeping of public records

- (1) A public authority must—
 - (a) make and keep full and accurate records of its activities; and
 - (b) have regard to any relevant policy, standards and guidelines made by the archivist about the making and keeping of public records.
- (2) The executive officer of a public authority must ensure the public authority complies with subsection (1).
- (3) In this section—

executive officer, of a public authority, means—

 - (a) if the public authority is a department—the chief executive of the department; or
 - (b) if the public authority is a local government—the chief executive officer of the local government; or ...”

Following discussions with the Queensland State Archivist (QSA) in relation to the Disposal Freeze placed on Ipswich City Council in August 2018, it was agreed that Corporate Services would draft a Record Keeping Policy (the Policy), review council’s current Record Keeping Procedures and include defining “A Council Record”.

Proposed Policy

The Policy (refer Attachment A) has now been drafted and includes a definition of “A Council Record”. The Policy is applicable to all technological and administrative environments in which council business is conducted. It applies to all councillors and council employees and encompasses all records regardless of their format (e.g. paper, photographic, electronic, etc.)

The Policy aims to ensure:

- enhanced control and accountability over record keeping, including increased efficiency in the storage, identification, classification and retrieval of records and enhancing information sharing within council;
- compliance with the *Public Records Act 2002*, *Local Government Act 2009*, *Right to Information Act 2009*, *Information Privacy Act 2009* and other relevant legislation;
- consistent application of the principles within the Queensland State Archives Records Governance Policy; and
- that all councillors and council employees are aware of their recordkeeping responsibilities.

The Policy has been reviewed by staff of the QSA and their feedback and suggested amendments have been incorporated into the document.

Definition of “A Council Record”

The Policy incorporates a definition of “A Council Record”. Staff of the QSA reviewed the proposed definition and their feedback has been incorporated:

“A Council Record is any form of recorded information, created or received by, or created on behalf of Council as a part of everyday business processes that relates to the administration of council business and documents a decision, action taken, or any recommendations, advice or instructions given.

Council records may be in a variety of formats including for example emails sent and received, photos taken, reports, spreadsheets and any other type of document created either hard copy or electronic. Council records may be created or received by a Councillor or council employee, or created automatically by a system or processes e.g. CES, Oracle, Pathway, Objective and InfoCouncil.”

BENEFITS TO COMMUNITY AND CUSTOMERS:

By adopting the Policy council is exercising good governance and illustrates to our community and customers how council is committed to:

- meeting legislative obligations under the *Public Records Act 2002* and other relevant legislation;
- supporting and championing the local government principles, as stated in s4.2 of the *Local Government Act 2009*:
 - (a) transparent and effective processes, and decision-making in the public interest;
 - (b) sustainable development and management of assets and infrastructure, and delivery of effective services;
 - (c) democratic representation, social inclusion and meaningful community engagement;
 - (d) good governance of, and by, local government;
 - (e) ethical and legal behaviour of councillors and local government employees.
- ensuring staff work more efficiently;
- protecting the interests and rights of our employees and customers; and
- retaining council’s corporate memory and its narrative history of council’s processes and decisions.

CONSULTATION:


Interim Management Committee Members, Simone Webbe and Stan Gallo have been consulted regarding adoption of the draft Policy.

CONCLUSION:

The adoption of the proposed Record Keeping Policy is the first step towards the Disposal Freeze being lifted. To lift the Disposal Freeze council will need to evidence better practice Record Keeping management.

Further work will be undertaken to review the supporting record keeping procedures together with a training program of key staff to ensure they are aware of the record keeping obligations and are capturing records in council systems appropriately. An on line training program will be developed as well as face to face training. It is anticipated that design of the training program will commence in December with training rolling out during the end of 2018 and into early 2019.

ATTACHMENT:

Name of Attachment	Attachment
Draft Record Keeping Policy	 Attachment A of Officer's Report.doc

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

That the policy titled "Record Keeping Policy" as detailed in Attachment A to the report by the Project Officer Corporate Services dated 29 November 2018, be adopted.

Angi Harms
Project Officer
CORPORATE SERVICES

I concur with the recommendations contained in this report.

Jeffery Keech
ACTING CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)

I concur with the recommendations contained in this report.

Charlie Dill
CHIEF EXECUTIVE OFFICER

RECORDKEEPING POLICY

Version: 1
Document No.:

1.1 Objectives:

This policy is applicable in all technological and administrative environments in which council business is conducted. It applies to all councillors and [council employees](#). The policy encompasses all records regardless of their format (e.g. paper, photographic, electronic). This policy aims to ensure:

- enhanced control and accountability over record keeping, including increased efficiency in the storage, identification, classification and retrieval of records and enhancing information sharing within Ipswich City Council
- compliance with the [Public Records Act 2002](#), [Local Government Act 2009](#), [Right to Information Act 2009](#), [Information Privacy Act 2009](#) and other relevant legislation,
- consistent application of the principles within the Queensland State Archives [Records Governance Policy](#)
- that all councillors and council employees are aware of their recordkeeping responsibilities.

1.2 Regulatory Authority:

Local Government Act 2009

Public Records Act 2002

Queensland State Archives Records Governance Policy

Local Government Sector Retention and Disposal Schedule

General Retention and Disposal Schedule

Under the *Public Records Act 2002*, Ipswich City Council (Council) is required to make and keep full and accurate records of its activities. Full and accurate records are those records that provide reliable, complete and authentic evidence of business activities and decisions.

Council also has other legal obligations in relation to its records and records management practices. Council records are themselves subject to legislation, such as the *Right to Information Act 2009*, and legal processes such as discovery and subpoenas. The records may also be required by Royal Commissions, the Ombudsman, the Courts, auditors and other people or bodies to whom or which they may be subject.

1.3 Policy Statement:

Council is committed to establishing a culture of shared responsibility for recordkeeping and ensuring that information, records and knowledge practices are consistent, accurate, efficient and compliant. Council will enable councillors and employees to make informed, effective and timely decisions for the maintenance and protection of records which meet the organisation's business needs, legislative responsibilities and stakeholders' expectations.

Council will implement appropriate strategies, processes, applications and tools to ensure records of business activities are made and kept.

This policy supports organisational information governance aims and goals, by aligning with:

- Advance Ipswich Goal 5 - Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.
 - Strategy 3 - Implement initiatives that strengthen governance skills and knowledge.
 - 3.1 Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions.
 - 3.2 Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security.
- Capture and Retention of Public Records Mayor and Councillors Policy
- Ipswich City Council Information and Communication Technology Policy
- Open Data Policy
- FCS-049 Recordkeeping Procedure
- FCS-050 Registration of Corporate Documents in ECM Procedure

1.4 Policy Context:

Full and accurate records must be created and maintained for as long as required for legislative, business and accountability purposes. Records must be captured and managed in an appropriate application and only be disposed of in accordance with the Local Government Sector Retention and Disposal Schedule or General Retention and Disposal Schedule and authorisation from the Chief Executive Officer or authorised delegate.

1.5 Scope:

This policy covers public records created, commissioned or received by council over which council has a legislative responsibility.

For the purpose of this policy, a council record is any form of recorded information, created or received by, or created on behalf of Council as a part of everyday business processes that relates to the administration of council business and documents a decision, action taken, or any recommendations, advice or instructions given.

Council records may be in a variety of formats including for example emails sent and received, photos taken, reports, spreadsheets and any other type of document created, either hard copy or electronic. Council records may be created or received by a Councillor or council employee, or created automatically by a system or processes e.g. CES, Oracle, Pathway, Objective and InfoCouncil.

Information that does not record work activities, such as personal emails and messages, external publications and external training material are not a council record.

This policy applies to all employees as defined Clause 1.7 below.

1.6 Roles and responsibilities:

The Chief Executive Officer is responsible for:

- ensuring the Council makes and keeps full and accurate records of its business activities

Records Management Unit is responsible for:

- managing recordkeeping activities to ensure compliance with legislative and better practice requirements.
- developing and implementing a recordkeeping program for Council including the development of a recordkeeping framework and disposal program.
- developing and implementing recordkeeping training and awareness programs
- undertaking disaster preparedness to ensure identification and management of vital records

Chief Operating Officers, Managers and Supervisors are responsible for:

- ensuring employees under their supervision are aware of their recordkeeping responsibilities and undertake training to ensure records are created and managed appropriately
- ensuring that their business area captures and controls records in an appropriate way
- ensuring that their business area complies with this policy

All councillors and employees are responsible for:

- creating records of their business activities

- capturing records in an appropriate way
- ensuring records are kept for the required retention period in accordance with an authorised retention and disposal schedule
- securing records from unauthorised access
- complying with this policy

1.7 Definitions:

Council Employee: for the purposes of this policy a council employee is the Chief Executive Officer (CEO), a senior executive who reports directly to the CEO, and staff appointed by the Chief Executive Officer under section 196(3) of the *Local Government Act 2009*, a permanent, temporary, casual or part-time employee, manager, supervisor, team leader, team member or individual, contractor, consultant, agency casual, contingent worker or council volunteer

1.8 Policy Author: Strategic Client Branch, Finance and Corporate Services Department is responsible for the maintenance of this policy.

Date of Council resolution:

Committee Reference and date: THIS WILL BE FILLED IN ONCE THE POLICY HAS
No of resolution: BEEN ADOPTED AT FULL COUNCIL BY THE CORPORATE
Date to be reviewed: GOVERNANCE ADMIN TEAM

MINUTES OF SPECIAL COUNCIL MEETING

20 DECEMBER 2018

Held in the Council Chambers, Administration Building

The meeting commenced at 9.00 am

The Interim Administrator advised that he is bound to declare Conflict of Interests and potential Conflict of Interests.

ATTENDANCE AT COMMENCEMENT

MEMBER'S ATTENDANCE

Greg Chemello (Interim Administrator)

ACKNOWLEDGEMENT OF COUNTRY

Greg Chemello (Interim Administrator)

APOLOGIES AND LEAVE OF ABSENCE

Nil

CONDOLENCES AND MEMORIALS

That Council convey condolences, on behalf of the citizens of the City of Ipswich to the family of the late **Gemma D'Aubbonnett** who passed away on 16 December 2018.

The motion was put and carried with one minute's silence observed to mark the passing of Gemma D'Aubbonnett.

OFFICER'S REPORT



[Copy of Report](#)

ADOPTION OF 2017-2018 ANNUAL REPORT

Discussion

That the report by the Acting Chief Executive Officer dated 12 December 2018 concerning the adoption of Ipswich City Council's 2017-2018 Annual Report and the tabling of the 2017-2018 Audited Financial Statements for the controlled entities of Council, be received and adopted.

The Interim Administrator thanked Jeffrey Keech (Finance Manager) on behalf of council for his efforts throughout the year and noted that Jeffrey had gone above and beyond the call of duty particularly for the preparation of the annual report and financial statements. It was noted that all local government financial statements are complicated but that these were particularly complicated through the process of the change of councillors into Interim Administration after the end of financial year as well as with the controlled entities. The Interim Administrator advised that it had been difficult and challenging for all involved.

The Interim Administrator also particularly thanked Greg Thomas (Development and Relationship Manager) and Carly Gregory (Marketing Services Manager) and their support teams for their work on the annual report document.

It was noted that this was the first time the annual report had been presented in the five themes related to Council's strategic planning framework across the Advance Ipswich framework. The Interim Administrator commented that he felt it read very well and that it would be a lot easier for the community to understand what we do, why we do it and what we are trying to achieve.

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

- A. That the Ipswich City Council 2017-2018 Annual Report (containing the 2017-2018 Audited Annual Financial Statements), as detailed in Attachment A of the report by the Acting Chief Executive Officer dated 12 December 2018, be adopted.
- B. That the 2017-2018 Financial Statements for Ipswich City Council's controlled entities as detailed in Attachments B to I of the report by the Acting Chief Executive Officer dated 12 December 2018, be received and noted.

The motion was put and carried.

OFFICER'S REPORT

DISCUSSION



Copy of report

APPOINTMENT OF CHIEF EXECUTIVE OFFICER

With reference to a report by the Acting Chief Executive Officer dated 17 December 2018 concerning the appointment of the Chief Executive Officer.

It was noted that this had been a process involving 37 applications, with five interviewed by an independent panel. The Interim Administrator thanked the members of the panel, chaired by Steve Greenwood from the Interim Management Committee, for their work.

Psychometric testing was undertaken for three shortlisted candidates and the council and recruitment consultants undertook a range of security, police, social media and corporate checks. The recruitment consultant pointed out in a recent email to the Interim Administrator that it had been the most comprehensive checking that he had ever been engaged with but at the end of the process the panel had arrived at a successful candidate.

The Interim Administrator advised that out of respect for the applicant who is currently Chief Executive Officer of another local government, he could not mention a name and that Council are jointly working towards a press release so that the applicant and his mayor could release their statement to their current community and at the same time Ipswich could do the same to its community. It was noted that this would be done as fast as possible.

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

- A. That Council (Interim Administrator of Ipswich City Council) resolve to appoint its preferred candidate as Chief Executive Officer to Ipswich City Council.
- B. That the appointment be effective from Monday, 4 February 2019.
- C. That the Interim Administrator finalise negotiations and execute the contract of employment accordingly.

The motion was put and carried.

MEETING CLOSED

The meeting closed at 9.07 am

UNCONFIRMED

Special Council Meeting	
Mtg Date: 20.12.18	OAR: YES
Authorisation: Charlie Dill	

12 December 2018

MEMORANDUM

TO: THE INTERIM ADMINISTRATOR

FROM: ACTING CHIEF EXECUTIVE OFFICER

RE: ADOPTION OF IPSWICH CITY COUNCIL'S 2017-2018 ANNUAL REPORT INCLUDING THE 2017-2018 AUDITED FINANCIAL STATEMENTS FOR THE CONTROLLED ENTITIES OF COUNCIL

INTRODUCTION:

This is a report by the Acting Chief Executive Officer dated 12 December 2018 concerning the adoption of Ipswich City Council's 2017-2018 Annual Report including the 2017-2018 Audited Financial Statements for the controlled entities of Council.

BACKGROUND:

The 2017-2018 Annual Report (Attachment A) has been prepared in accordance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012* (Regulation) regarding the form and content of a local government's annual report.

The 2017-2018 Audited Annual Financial Statements are contained in the Annual Report, pursuant to section 183 of the Regulation. The legislation requires that the 2017-2018 Annual Report be adopted within 1 month of the receipt of the Auditor-General's audit report on the annual financial statements and be published on Council's website within two weeks of its adoption.

The 2017-2018 Audited Financial Statements for the following controlled entities of Council are also included for information:











- Ipswich City Properties Pty Ltd (Attachment B);
- Ipswich City Developments Pty Ltd (Attachment C);
- Ipswich City Enterprises Pty Ltd (Attachment D);
- Ipswich City Enterprises Investment Pty Ltd (Attachment E);
- Ipswich Motorsport Park Pty Ltd (Attachment F);
- Ipswich Arts Foundation (Attachment G);
- Ipswich Arts Foundation Trust (Attachment H); and
- Cherish The Environment Foundation Limited (Attachment I).

The financial statements for these controlled entities have been prepared in conjunction with Council's Finance Branch and audited by the Queensland Audit Office (QAO), except for Cherish the Environment Foundation Limited which were prepared by GJ Walsh & Co and audited by Leonard P McKewin (Chartered Accountant).

CONCLUSION:

The 2017-2018 Annual Report provides a high level of information about Ipswich City Council's activities and its performance throughout the financial year. It concludes much of Council's external reporting requirements for the 2017-2018 financial year in accordance with the Regulation.

ATTACHMENTS:

Name of Attachment	Attachment
Ipswich City Council 2017-2018 Annual Report	  Attachment A_Part1 Attachment A_Part2
Ipswich City Properties Pty Ltd 2017-2018 Financial Statements	 Attachment B
Ipswich City Developments Pty Ltd 2017-2018 Financial Statements	 Attachment C
Ipswich City Enterprises Pty Ltd 2017-2018 Financial Statements	 Attachment D
Ipswich City Enterprises Investment Pty Ltd 2017-2018 Financial Statements	 Attachment E
Ipswich Motorsport Park Pty Ltd 2017-2018 Financial Statements	 Attachment F
Ipswich Arts Foundation 2017-2018 Financial Statements	 Attachment G
Ipswich Arts Foundation Trust 2017-2018 Financial Statements	 Attachment H
Cherish The Environment Foundation Limited 2017-2018 Financial Statements	 Attachment I

RECOMMENDATION:

That the Interim Administrator of Ipswich City Council resolve:

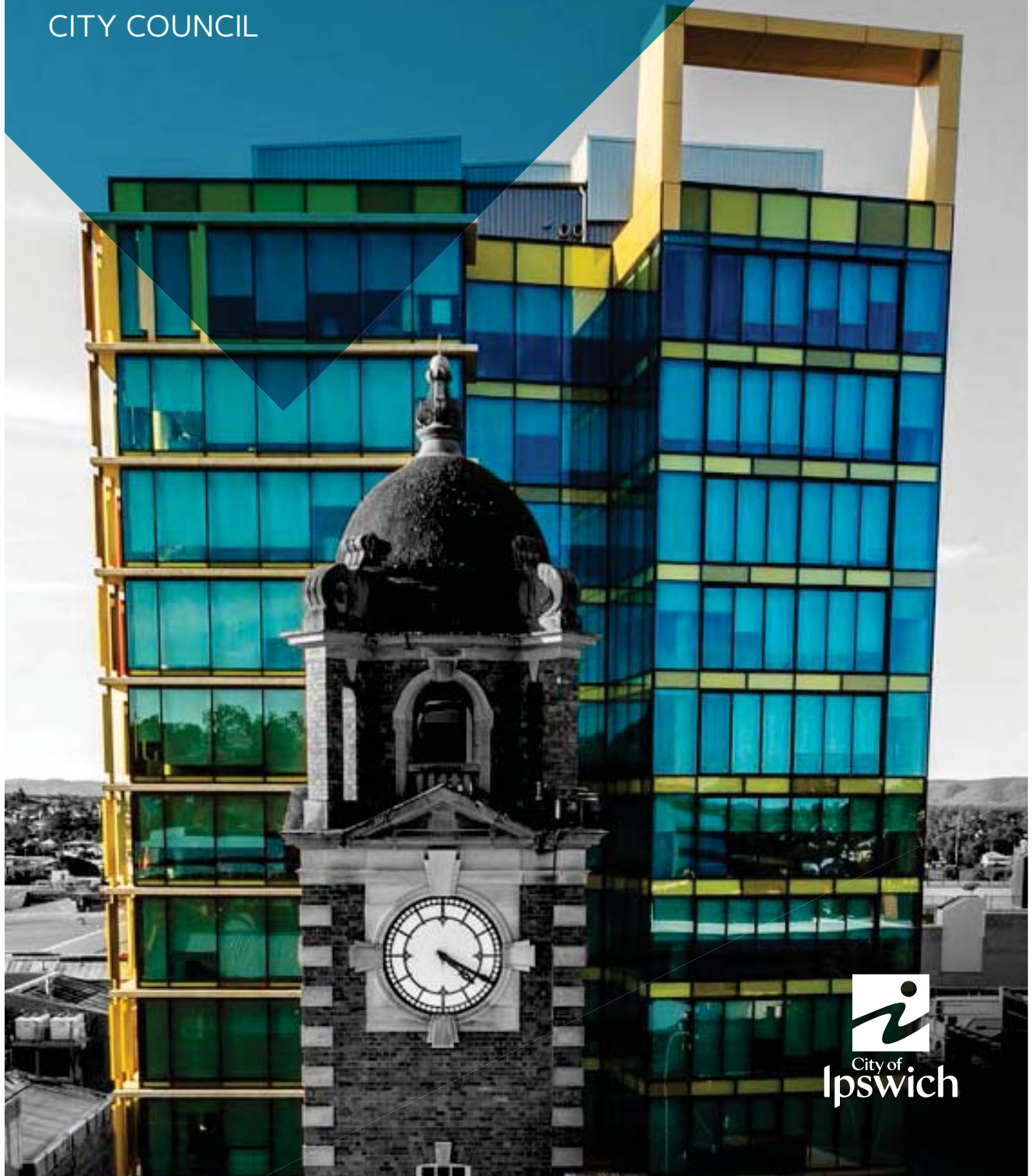
- A. That the Ipswich City Council 2017-2018 Annual Report (containing the 2017-2018 Audited Annual Financial Statements), as detailed in Attachment A of the report by the Acting Chief Executive Officer dated 12 December 2018, be adopted.
- B. That the 2017-2018 Financial Statements for Ipswich City Council's controlled entities as detailed in Attachments B to I of the report by the Acting Chief Executive Officer dated 12 December 2018, be received and noted.

Charlie Dill
ACTING CHIEF EXECUTIVE OFFICER

ANNUAL REPORT 2017-2018

IPSWICH

CITY COUNCIL



CONTENTS

ABOUT IPSWICH.....	2	DELIVERING THE VISION	56
INTERIM ADMINISTRATOR'S MESSAGE.....	4	THE PLANNING FRAMEWORK.....	57
MESSAGE FROM THE ACTING CHIEF EXECUTIVE OFFICER.....	4	OPERATIONAL PLAN PROGRESS.....	60
OUR YEAR IN REVIEW	6	COMMERCIAL ENTITIES.....	78
THE PLANNING FRAMEWORK.....	7	BENEFICIAL ENTERPRISES.....	79
THEME 1 – INITIATIVES AND ACHIEVEMENTS.....	8	IPSWICH CITY PROPERTIES PTY LTD	79
THEME 2 – INITIATIVES AND ACHIEVEMENTS.....	10	IPSWICH CITY DEVELOPMENTS PTY LTD	80
IPSWICH AT A GLANCE.....	15	IPSWICH CITY ENTERPRISES PTY LTD	80
THEME 3 – INITIATIVES AND ACHIEVEMENTS.....	16	IPSWICH CITY ENTERPRISES INVESTMENTS PTY LTD.....	80
THEME 4 – INITIATIVES AND ACHIEVEMENTS.....	22	IPSWICH MOTORSPORT PARK PTY LTD	81
THEME 5 – INITIATIVES AND ACHIEVEMENTS.....	26	CHERISH THE ENVIRONMENT FOUNDATION LIMITED	81
DEPARTMENT SUMMARY	30	IPSWICH WASTE SERVICES.....	82
ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT.....	31	CODE OF COMPETITIVE CONDUCT	86
WORKS, PARKS AND RECREATION.....	31	ADDITIONAL STATUTORY INFORMATION.....	87
FINANCE AND CORPORATE SERVICES.....	32	PARTICULAR RESOLUTIONS	88
PLANNING AND DEVELOPMENT	32	ADMINISTRATIVE ACTION COMPLAINTS.....	88
INFRASTRUCTURE SERVICES.....	33	GRANTS TO COMMUNITY ORGANISATIONS.....	89
HEALTH, SECURITY AND REGULATORY SERVICES.....	34	LOCAL GOVERNMENT COOPERATION	89
ECONOMIC DEVELOPMENT AND MARKETING.....	35	CHANGES TO TENDERS	89
ELECTED MEMBERS	36	REGISTERS.....	90
COUNCILLORS.....	37	RATES CONCESSION POLICY	90
DIVISIONAL MAP.....	38	PENSIONER REMISSION OF RATES POLICY	93
ORGANISATIONAL STRUCTURE	39	REVENUE POLICY	95
COUNCILLOR REMUNERATION	40	DEBT POLICY.....	96
COUNCILLOR CODE OF CONDUCT.....	41	RURAL FIRE RESOURCES SPECIAL LEVY	97
COUNCILLOR CONDUCT DISCLOSURES.....	41	INTERNAL AUDIT	97
EXPENSES REIMBURSEMENT POLICY	42	RISK MANAGEMENT	100
COUNCILLOR REIMBURSEMENTS	44	COUNCIL INVITES YOUR FEEDBACK.....	100
OVERSEAS TRAVEL	45	FINANCIAL PERFORMANCE	101
COUNCILLOR MEETING ATTENDANCE.....	46	COMMUNITY FINANCIAL REPORT.....	102
CORPORATE GOVERNANCE	50	FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018.....	106
LEADERSHIP TEAM.....	51	APPENDIX.....	171
LEADERSHIP TEAM CONTINUED.....	52	LEGISLATIVE INDEX	172
SENIOR MANAGEMENT REMUNERATION.....	53	GLOSSARY	174
PUBLIC SECTOR ETHICS DISCLOSURES.....	53	CONTACT INFORMATION.....	177
EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY	53	COMMUNITY GRANTS.....	178
LINE OF SIGHT PROGRAM.....	54		

ABOUT IPSWICH

Ipswich is a unique city. From humble beginnings as a limestone mining settlement in 1827, Ipswich was declared a city in 1904 and has experienced unprecedented growth since then. This makes Ipswich not only Queensland's oldest provincial city, but also one of its fastest-growing cities, with the current population of approximately 212,000 expected to more than double by 2041.

And this also makes for a city of beautiful contradictions. Respectful and proud of its rich heritage, the city boasts a diverse array of immaculately preserved and restored architectural treasures and historical natural spaces, with some 7,500 heritage protected places and 602 parks and reserves across the region. Yet surprisingly, the median citywide age is just 32, with young families being a cornerstone of the community, comprising 74% of all households. Ipswich residents are culturally diverse, originating from 163 countries and speaking a collective 152 languages.

Occupying an area of 1,090 square kilometres, 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 at the fulcrum of an array of diverse industries.

The gross regional product (GRP) of Ipswich is an estimated \$8.96 billion – equating to 2.9% of Queensland's gross product – with 70,000 local jobs spread across key industry sectors. Known historically as the cradle of coal mining in Queensland, Ipswich's industries have grown and diversified over the years. While transport and logistics, construction and healthcare remain strong and the region continues to be a rich agricultural provider, the largest portion

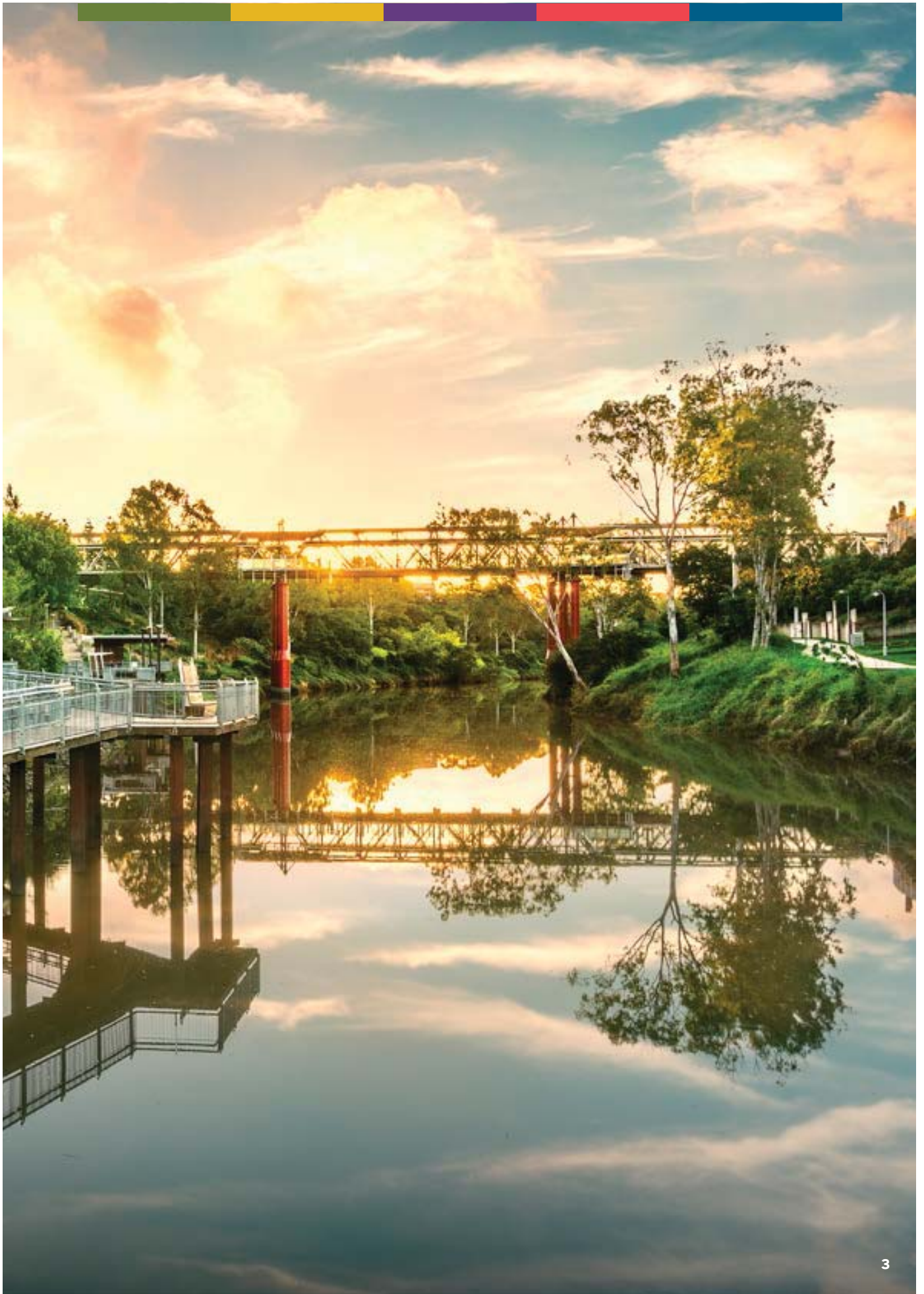
of the workforce – at 14% – is currently employed in manufacturing. With the Royal Australian Air Force's largest operational base, RAAF Base Amberley, having been part of the local landscape since 1940, the defence industry is also firmly established in Ipswich and supplied by multiple local manufacturing businesses. Funding and projects in the pipeline will significantly expand the defence industry in the near future.

The city's regular festivals, shows and events such as the Ipswich Cup, the Winternationals at Willowbank Raceway, Supercars at Queensland Raceway, the Ipswich Festival and the now iconic CMC Rocks country music festival are much enjoyed by the community and have put Ipswich very visibly on the map for an increasing number of local and international visitors and tourists each year.

While Ipswich has always had its feet firmly grounded in its rich history and heritage, it is a city that also looks forward. Named twice as one of the world's Top 7 Intelligent Communities of the Year by the Intelligent Community Forum, Ipswich boasts its own technology and innovation startup hub – Fire Station 101 – and was recently named as winner of the Administration category in the 2018 IDC Asia Pacific Smart Cities Awards for its Ipswich Smart City program. Along with projects including smart parking, automated vehicle technology and smart lighting and energy management, the program has formed networks of collaboration and innovation with the community that will inform the landscape of Ipswich for decades ahead.

The people of any city are its beating heart and standing together with hands and minds joined, our community will continue to evolve Ipswich into a diverse, colourful, vibrant and prosperous city that respects the past, but always looks ahead as it shapes the future.





INTERIM ADMINISTRATOR'S MESSAGE

The City of Ipswich is enjoying unprecedented residential and employment growth. Latest figures point to our population surging at more than 5% annually. We are one of the fastest growing cities in Queensland and in the top 10 nationally.

While that boom is great news for Ipswich, it means your Council must be one step ahead and ready to deal with the many opportunities and challenges that such investment and growth presents.

Council's Annual Report 2017–2018 provides a comprehensive and transparent summary of the city's achievements during what has been an extremely busy year. Without doubt, the organisation also faced some difficult times during this period, leading to an extensive realignment and transformation program that I am now honoured to lead.

The report includes an assessment of Council's delivery against its strategic goals as defined in both its five-year Corporate Plan and its over-arching direction document, Advance Ipswich. Advance Ipswich is Council's long-term plan for the city, built on the foundation of 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 wants to go and how it will get there.

In many ways this annual report is a report card on the city's progress towards achieving those long-term aspirations as well as identifying future areas for focus and improvement.

I know that your Council's 1,200-strong staff are striving hard every day to make everyone proud of this great city once again.

Greg Chemello
Interim Administrator

MESSAGE FROM THE ACTING CHIEF EXECUTIVE OFFICER

Council's Annual Report 2017-2018 is a statutory document required to provide a public explanation of Council's response during the past year to progressing its objectives and strategies. It demonstrates our commitment and accountability to the governance, financial and legislative compliance aspects of Council's day-to-day operations.

This past year has been a challenging time for Council and, undoubtedly, for ratepayers and residents. But, first and foremost, Council's commitment to the level of service we provide to our community has remained strong. Council has continued to deliver great service to the people of Ipswich – be it keeping our roads in great shape, rubbish collected on time and the rates at a reasonable level. Council passionately delivers these services in line with our purpose statement:

 Together we proudly enhance the quality of life for our community.

The 2017–2018 financial year has seen significant population growth which has created both opportunities and challenges for the City of Ipswich, this trend will continue.

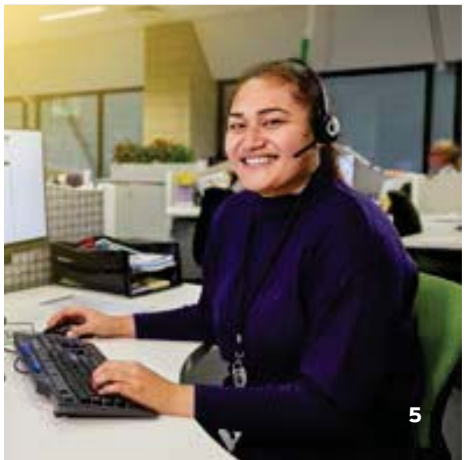
The opportunities include the creation of new facilities and new jobs for the people of Ipswich, while the challenge for Council is to ensure that we continue to deliver quality services, infrastructure and programs that keep step with this growth.

The future is bright for this great city and we are committed to working for and with our community to make this a great place to live, work and play.

Charlie Dill
Acting Chief Executive Officer



TOGETHER
 -PROUDLY-
 ENHANCE
 THE
QUALITY
 OF LIFE FOR OUR
COMMUNITY



OUR YEAR IN REVIEW



THE PLANNING FRAMEWORK

Historically Council has communicated its annual achievements by department without any reference or context to Council's overarching direction.

For the first time, achievements in the 2017–2018 Annual Report have been aggregated under one of the five themes of Council's long-term strategic document, Advance Ipswich.

The five themes, discussed in detail in the section entitled 'The Planning Framework' are:

1. Strengthening our local economy and building prosperity
2. Managing growth and delivering key infrastructure
3. Caring for our community
4. Caring for our environment
5. Listening, leading and financial management.





THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY

INITIATIVES AND ACHIEVEMENTS

Economic and Workforce Development Plan

The Economic and Workforce Development Plan summarises the current priorities of Council's Office of Economic Development, Tourism Development Branch and Smart City Program with the additional support of the Marketing Services Branch and Communications and Media Branch.

It captures 45 actions which relevant staff and resources will be committed to delivering over the next 12 to 24 months. As an operational plan, it will be continually updated and revised based on progress made, market changes and community input.

Importantly, the Economic and Workforce Development Plan aligns Council's direction with the Queensland Government's South East Queensland Regional Plan, ensuring greater opportunity for partnership collaboration and commitment. It also provides industry and the community with clarity on Council's roles and responsibilities, facilitating improved transparency and engagement.

Evolution of the Office of Economic Development

In line with the Economic and Workforce Development Plan as a revised framework of priorities, principles, actions and measures in the sustainable development of employment and industry in Ipswich, Council's Office of Economic Development has been restructured and focused on local business growth, industry development, smart city, advocacy and promotion, and international relations.

The Smart City Program and Fire Station 101 have been integrated into the Office of Economic Development to maximise and increase economic, workforce and community outcomes.

The revised Office of Economic Development increases Council's capabilities and prioritises those resources towards opportunities and activities which have the greatest potential to generate increased employment, export or value added economic impact.



Discover Ipswich Destination Campaign

Launched in July 2017, the Discover Ipswich Campaign targeted day-trippers and short break visitation from Brisbane and South East Queensland.

A leading indicator for the success of the campaign is the measurable consumer engagement across the Discover Ipswich platforms. The campaign delivered 880,991 unique visitors to the Discover Ipswich website and generated 61,205 leads to local businesses. Overall social and database subscriptions increased to over 83,600 and the Visitor Information Centre received almost 20,000 enquiries.

Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worthwhile note is that domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017.

City of Ipswich Defence Industry Strategy

A priority of the Economic and Workforce Development Plan is the advancement of key industry strategies. The Office of Economic Development has progressed with a dedicated Defence Industry Strategy and the establishment of the City of Ipswich Defence Industry Advisory Committee.

The City of Ipswich Defence Industry Strategy strengthens Ipswich's position as a strategic growth region aligned with state and federal defence priorities. As an industry endorsed strategy, the Office of Economic Development is working with all stakeholders in the effective achievement of stated outputs and outcomes.



Regional Skills Investment Strategy

The Regional Skills Investment Strategy is a partnership with the Department of Employment, Small Business and Training to identify current and emerging employment trends to ensure a supply of skilled local people are being enabled to meet this demand.

The Office of Economic Development is managing this program in partnership with local industry and the Department of Employment, Small Business and Training with a focus on identifying skills gaps and employment pathways in priority regional industries of defence, advanced manufacturing and food processing.

Smart City Program

The Smart City Program launched in October 2016 with a focus on 16 priority initiatives. Since then Council has led the progression and delivery of a number of those initiatives with a variety of commercial and community partners.

Over this period the priorities of Council have evolved and the learnings from progressing the Smart City Program have redefined the potential outcomes.

There are a number of Smart City Program initiatives currently active across Council, including:

- Springfield Central, North Ipswich and Rosewood Pilot Precincts
- Advancing Regional Innovation Program
- Connected City Lighting
- Sensor Network and Public WiFi Network Roll Out
- Smart City Management Platform and Dashboard
- Open Data Program
- Cooperative and Automated Vehicle Initiative
- Fire Station 101.

These projects are driven by motivated staff who have been able to prioritise innovative activities into their work. They are supported by the Smart City Program structure which provides project assistance and governance.

Fire Station 101

Since opening in March 2016, Fire Station 101 has operated as a membership based start-up incubator, accelerator, co-working space and events facility.

Fire Station 101 has recently been integrated into the Office of Economic Development where it can more effectively maximise Council's investment and resources in the delivery of innovation, business growth, skills development, technology partnerships and smart city activities delivering increased economic, workforce and community outcomes.



THEME 2

MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE

INITIATIVES AND ACHIEVEMENTS

Sustainable Development

Council's Planning and Development Department has a strong focus on delivering sustainable development outcomes through:

- The Ipswich Planning Scheme and its associated policies and guidelines
- Assessment and conditioning of development applications.

The key sustainability measures contained in the Ipswich Planning Scheme, include:

- An overall settlement pattern that encourages compact urban form and density clusters around centres and transit nodes
- Protection of valuable features such as places of cultural heritage significance, good quality agricultural land, natural resources and habitat and areas of scenic amenity
- Identification of adequate land supply and infrastructure to support community housing and economic development needs as well as affordable living
- Native vegetation clearing controls and support for the consolidation and preservation of natural areas; inclusive of vegetation code, Conservation, Recreation and Rural E (Special Land Management) zones; nil net loss land development guidelines
- Traditional neighbourhood design code to support creation of walkable, mixed use, mixed density, transit ready new suburban and urban neighbourhoods
- Design guidelines to support energy efficiency, climate responsiveness, water sensitive design, erosion and sedimentation management and appropriate treatment of dispersive soils
- Appropriate treatment of development constraints, including natural hazards.

Development Activity

During the 2017–2018 financial year, development activity within the Ipswich local government area remained high, with:

- 5,396 applications determined for material change of use, reconfiguring a lot, local area plans, area development plans, modifications to approvals, building works, plumbing works, survey plan signing and street and place naming.
- The population growing by 8,529 persons (4.18%) to 212,533
- 13,249 building and plumbing inspections undertaken
- 3,226 new dwellings constructed
- 46,595m² non residential floorspace constructed and able to accommodate 944 new jobs
- 2,628 new lots approved and 2,619 new lots created
- 731,896 web site visits.

Development Assessment Improvement Initiatives

Council's commitment to continuous business improvement is to reinforce its approach to industry leading practice initiatives. Council's existing development assessment services perform strongly against leading practice benchmarks in SEQ and are reflective of the on-going business improvement initiatives being undertaken.

The Planning and Development Department is pushing ahead with reform activities with a particular focus being directed towards improved customer experiences. Major initiatives as a result of this reform program include:

- Review and preparation of submissions on the *Planning Act 2016* and the *Planning Regulation 2017* as well as the Development Assessment Rules
- Major update to processes and systems to implement the *Planning Act 2016* and the associated *Planning Regulation 2017*
- Securing innovation and improvement funding for and delivering an infrastructure charges calculator to improve the accuracy of infrastructure charges notices
- Securing innovation and improvement funding for an update to external mapping services, to be released in 2018–2019 financial year

- Continuous review and improvement of conditions package for development approvals as well as structural improvements to decision notice formatting and layout
- Customer survey on Development Planning services.

Planning Policy Updates

During the 2017–2018 financial year, 10 amendment packages were adopted by Council encompassing the Ipswich Planning Scheme and its associated policies and guidelines. These amendments play an important role in ensuring that the planning scheme maintains a contemporary focus on growth management and sustainability.

Of particular note were amendments for:

- The introduction of a new Local Government Infrastructure Plan (LGIP)
- A Temporary Local Planning Instrument (TLPI) to increase regulation of waste activities
- Planning and development guidelines for the Riverview Urban Village.

Heritage Initiatives

During the 2017–2018 financial year, Council continued to support and administer the Ipswich Heritage Program through:

- Maintaining its free Heritage Adviser Service
- Facilitating six meetings of the Heritage and Monuments Consultative Committee
- Reviewing and updating heritage protection listings for 19 Places (including adding 18 new places)
- Holding the 26th annual Heritage Conservation Excellence Awards
- Creating three new People, Places and Events Heritage Trails and three new Childrens Heritage Trails and “Colouring Ipswich” pages
- Public notification (including direct mailing to affected land owners) associated with planning scheme amendment packages
- Council’s 25th Annual Survey of the free Heritage Adviser Service.

Land Development and Vegetation Clearing Workshop

In April 2018 Council held a Land Development and Vegetation Clearing Workshop with the objective of a meeting of the minds to review the vegetation clearing practices and processes for land development to determine:

- what Council is doing well that needs to be continued

- what needs to be improved and how this can be achieved

- what are the key priorities:

- > The workshop facilitated some great discussions and ideas, from key environmental, consultants, development industry and government representatives that attended.
- > The results of the workshop will be used by both the Planning and Development and Works Parks and Recreation departments to inform their ongoing strategic and operational planning.

Local Government Building Certifiers Forum

Council launched a South East Queensland Local Government Building Certifiers Forum at Ipswich’s Queens Park in April 2018. The forum which is to be held quarterly, is represented by councils within South East Queensland and hosts representatives from other stakeholder groups such as the LGAQ, QBCC, DPHW and AIBS. The aim of the forum is to share relevant issues across the building and development industry, to derive a strategic approach to certification services, to evoke change and promote consistency across Queensland councils. The forum has also established links with other Queensland regions who will be able to tap into the forum outcomes whilst similarly allowing an opportunity to provide input.

Community Engagement Activities

In March 2018, Council’s Engineering and Environment Branch held a forum with engineering consultancies who work in the local development industry to discuss engineering design issues, key learnings and experiences and measures that enhance assessment timeframes and development outcomes.

Council’s Strategic Planning Branch provided detailed information about the Ipswich Heritage Program to a meeting of the Rosewood Walloon consultative committee in April 2018.

Throughout the year Council held six meetings of its Heritage and Monuments Consultative Committee. The objectives of the Ipswich Heritage and Monuments Consultative Committee meetings are to assist Council in the conservation of the cultural heritage of Ipswich and in promoting the appreciation and awareness of both indigenous and non-indigenous cultural heritage values.

In the first quarter of 2018, Council undertook a survey of its development industry customers – 59% of the customers were satisfied with the service provided and 31% were extremely satisfied. Only 3% were dissatisfied.

AWARDS FOR EXCELLENCE

The 26th annual Council Awards for Excellence in Heritage Conservation, Design and the Environment were held in August 2017.

The overall Heritage Award for Excellence was presented to the Queensland Pioneer Steam Railway-Dinner Train.

The overall Design Award for Excellence was presented to the Ipswich Girls Grammar School – Year 12 Modern Home Design Project.

The overall Environment and Student Award for Excellence was presented to the Ipswich West State School for the Growing Gardeners Project.

In addition, Whitehead Studios were inducted into the Ipswich Heritage Hall of Fame.

INFRASTRUCTURE PLANNING

Community Consultation for Projects

Project design is a core component of the Infrastructure Services Department's role at Council. It contributes to sustainability through the creation of sustainable places; connectivity through footpaths, cycleways and efficient transport options; as well as well-planned open space facilities for play and for fitness.

The department engages with the Ipswich community as early as possible in the design phase of projects, particularly for large, strategic projects, to ensure that local knowledge can be incorporated into the design as it progresses. Examples from this financial year include:

- Releasing the concept design of the planned Redbank Plains Road Upgrade (Stage 3) and commencing discussions with residents who live within the project extent
- Working with various stakeholders and interested parties through workshops and regular design meetings to bring the Ipswich Cycle Park to life
- Engaging with residents to seek feedback on the design of the pending Brisbane Street Upgrade, West Ipswich and the Hunter Street Rehabilitation Project, Brassall
- Keeping residents and businesses informed of planned work to upgrade Old Toowoomba Road (from Lobb Street to Toongarra Road).

For all works that proceed to construction, a Notification of Works notice is issued to directly affected residents and businesses, which includes a description of activities, expected delivery timeframes and any potential impacts that may result from the work.

This financial year the department also undertook an iGO public transport survey to better understand community sentiment around the use of public

transport in Ipswich. The survey results are being used to inform the development of the iGO Public Transport Advocacy and Action Plan which Council will use to advocate to the Queensland Government for public transport improvements in Ipswich.

Strategic Pedestrian and Cycle Improvements

In October 2016, Council approved the outcomes of the iGO Active Transport Action Plan (ATAP) which was developed to guide the planning, delivery and promotion of facilities and programs to encourage more people to walk and cycle in Ipswich for transport purposes.

In delivering on this action plan, Infrastructure Services included a new program in the 2017–2018 Capital Works Portfolio called iGO Active Transport Action Plan Implementation. The program resulted in a targeted investment in strategic pedestrian network improvements in Booval, between the Booval Shopping Centre and Booval Train Station (refer below), and the incorporation of a 2.5m wide shared path as part of Council's Small Creek naturalisation project.

The Booval strategic pedestrian network improvement projects included:


- South Station Road (Brisbane Rd to Booval Train Station) – New full verge, coloured concrete footpath and amenity improvements
- Clifton Street (Booval St to South Station Rd) – New 1.5m wide footpath
- Sloman Street (Green St to South Station Rd) – New 1.5m wide footpath
- Booval Street (Brisbane Rd to Railway St) – New 1.5m wide footpath
- North Station Road (Jacaranda St to Thurso St) – New 2m wide footpath
- Thurso Street (Welsby St to North Station Rd) – New 1.5m wide footpath.

Riverview Depot Upgrade Works

Council is currently undertaking major capital works upgrades at the Riverview Depot to facilitate the relocation of current operations from the Briggs Road depot, in order to achieve enhanced operational efficiencies. Stage 1 works were completed in June 2018. These included office accommodation, amenities and a lunch room. The final stage of works is anticipated to be completed by early February 2019.

Ipswich City Centre River Crossing Business Case

The business case for a second river crossing in the Ipswich City Centre is in progress. The preparation of a business case, compliant with Queensland Government and Building Queensland frameworks, involves a three step process, this being completion of



a Strategic Business Case, Preliminary Business Case and Detailed Business Case. Infrastructure Services has completed the Strategic Business Case and is well advanced in preparing the Preliminary Business Case. Upon completion of the Preliminary Business Case, Infrastructure Services will seek approval from Council and agreement from the Queensland Government to proceed to the Detailed Business Case.

Public Transport Advocacy

Infrastructure Services continues to advocate to the Queensland Government for public transport improvements in Ipswich, including the extension of the railway line from Springfield Central to Redbank Plains and for a 'Whole of Ipswich' bus network review.

Over the past financial year, Infrastructure Services engaged with key public transport stakeholders and the Ipswich community to collect feedback on public transport in Ipswich to use as evidence for further advocacy efforts. This engagement included an online community survey in November 2017, of which 1,180 people responded, one of the highest Council survey response rates. This information will be used to develop Council's iGO Public Transport Advocacy and Action Plan which will outline the public transport priorities for Ipswich and help raise awareness within the State government of the need for more investment in public transport in Ipswich.

Redbank Plains Road Stage 3 Corridor Plan

Corridor planning has been completed for the upgrade of Redbank Plains Road Stage 3 (Keidges Rd to Kruger Pde) from two lanes to four lanes. The upgrade includes provision for on-road bicycle lanes and a 3m wide shared path in the western verge. This project is identified as a principal cycle route within iGO.

Springfield Parkway Corridor Plan

Corridor planning has been completed for the upgrade of Springfield Parkway (Old Logan Rd to Centenary Highway) from two lanes to four lanes. The upgrade includes two new signalised intersections, provision for on-road bicycle lanes and a 3m wide shared path in the western/northern verge. Planning will inform the detailed design for the project.

\$2 million Grant Funding for Major Bikeways

Infrastructure Services, in collaboration with the Works, Parks and Recreation Department's Grant Team, applied for four cycle projects as part of the 2018-2019 Cycle Network Local Government Grants Program, which included the Brisbane Valley Rail Trail Connector, Brassall Bikeway Stage 5, Eastern Ipswich Bikeway Link and Ipswich Motorway Bikeway Data Counters. All four projects were successful in obtaining funding, totalling over \$2 million of external funds towards cycle projects in Ipswich.

INFRASTRUCTURE DELIVERY

Examples of exemplar projects with a specific focus on social and environmental sustainability delivered this financial year include:

- Ipswich Cycle Park
- Fitness Equipment installation across four sites in Division 5
- Annabelle Park Refurbishment.

For each project delivered in the Capital Portfolio of Works, Infrastructure Services works closely with Works, Parks and Recreation during construction to reduce the amount of vegetation removed as projects are delivered, as well as providing offsets for any vegetation that needs to be removed.

Excavated material is also re-used as backfill material, which not only saves in cost, but decreases on CO₂ emissions and avoids further damage to Ipswich roads as a result of loaded trucks.

Delivery of 390 Projects

Key projects delivered by Infrastructure Services in the financial year included:

Springfield Central Library

Infrastructure Services, in conjunction with Library Services, Works, Parks and Recreation and Health, Security and Regulatory Services designed and delivered the new Springfield Central Library at Orion Shopping Centre, Springfield Central. The project was designed and constructed within the 2017-2018 financial year and opened in September 2018. This new facility is a space for the community to enjoy, learn and grow.

Redbank Plains State Miners Memorial

Infrastructure Services was engaged by the Department of Natural Resources, Mines and Energy (DNRME) (through Works, Parks and Recreation) to undertake the design and construction of the new Redbank Plains State Miners Memorial. Council delivered the full design package following significant consultation with DNRME to meet the memorial requirements. DNRME expressed their gratitude to Council for helping them to achieve this new, important memorial in Ipswich.

Ipswich Cycle Park

Ipswich Cycle Park officially opened in March 2018, with the region's politicians, residents and cyclists gathered to celebrate the grand opening.

The Cycle Park was a culmination of years of planning between Council, the State government and local cycling clubs. Its purpose, first and foremost, is to create a safe space for people of all ages and abilities to cycle in an off-road environment.

The master planned facility is a clear demonstration of Council's ongoing commitment to providing quality sports and recreation facilities for its growing community and enhancing community connectivity across the city.

Redbank Plains Community Centre

Infrastructure Services designed and delivered the new Redbank Plains Community Centre, which opened in May 2018. The department managed the design externally in consultation with Works, Parks and Recreation and Arts, Social Development and Community Engagement regarding the use and space planning for the centre. The centre includes multifunctional event rooms, meeting rooms, consultation room, functional kitchen, amenities and an outdoor space. The department's Construction Branch managed the build via an external contract in a unique way with the building pre-fabricated offsite for time and site works efficiencies.

Redbank Plains Road Upgrade Stage 2

Stage 2 of the upgrade of Redbank Plains Road (School Road to Cedar Road) was completed, providing improved road safety, reduced congestion, better travel options, improved travel times and safe accessibility for local residents. On-road bike lanes were also included as part of this project, with connections to the Redbank Plains Recreation Reserve and the Goodna Creek Bikeway.

Barclay Street Detention Basin

Council constructed a detention basin within the existing Barclay Street Park, Bundamba, providing mitigation of flood and stormwater flows to surrounding residents. This was delivered by an internal Council crew and has been well received by local residents.

New Fitness Equipment Facilities

Four Fitness Equipment projects in Division 5 were designed and delivered (Colleges Crossing, Junction Road Karalee, Camerons Park and Bob Gamble Park). Infrastructure Services managed the internal concept design for the four sites in consultation with Works, Park and Recreation and the local councillor. The delivery of the project was undertaken by external contract and included installation of new fitness equipment, pathway, lighting, shade sails and landscaping. These new facilities provide a range of options for those looking to improve their fitness, at no cost.

Annabelle Park Playground Refurbishment

The refurbishment of Annabelle Park was master planned by Infrastructure Services in the 2016-2017 financial year and delivered in 2017-2018. The department's Technical Services Team undertook the design works internally for the playground extents, pathways, shelter and new BBQs. The Construction

crews constructed the new shelters, pathway and BBQ areas and the natural component of the play space upgrade.

The Next Twelve Months

Over the next financial year transport planning will continue for some key strategic projects, including:

- Developing a Preliminary Business Case for an Ipswich City Centre River Crossing
- Design of the Springfield Parkway Duplication (Old Logan Road to Centenary Highway)
- Design of the Springfield-Greenbank Arterial Upgrade (Springfield Parkway to Sinnathamby Boulevard)
- Design of Redbank Plains Road Stage 3 (Keidges Road to Kruger Parade)
- Design of the Brassall Bikeways (Stages 5 and 7) and the Eastern Link Bikeway.

Infrastructure Services delivery teams will continue to deliver the Capital Portfolio of Works including delivery of works to the Bundamba Swimming Centre, construction of the Western Ipswich Bikeway Link, the Old Toowoomba Road Upgrade (Lobb Street to Toongarra Road) and upgrade to Brisbane Street, West Ipswich (Hooper Street to Burnett Street).

IPSWICH AT A GLANCE

- 46,595m² of non-residential floor space constructed = space to accommodate 944 new jobs
- Hosting of 'Barkathon' to develop a community pet resolution web platform 'Bark Up'



- Ipswich Libraries becomes only the 9th library in the state to achieve eSmart Accreditation
- Delivery of 390 infrastructure projects in the financial year
- Council's Building Certification Team was named the 2018 winners of the Australian Institute of Building Surveyors (AIBS) Building Surveying Team Award for Queensland and the Northern Territory

- Hosting of the State Age Netball Championships; a four-day event with 2,500 players from 251 teams across 46 associations
- Opening of the Ipswich Cycle Park, a 1.7km criterium track that caters for cyclists and runners
- Securing of \$2m in funding for new bikeways as part of the 2018–2019 Cycle Network Local Government Grants Program
- State Winner – Parks and Leisure Australia Awards for Excellence (QLD) for Community Program of the Year – Active Parks Program

- Total visitor arrivals increased by 8.6% to 1.47M
- Development of Council's Arts and Cultural Strategy 2018–2026 'Framing Our City's Future'



- Introduction of Eat Safe Ipswich safety star rating program
- Commencement of the Waste Industry Taskforce
- Launch of the Recycle 4 Recycling Education Program

- Over 15,000 plants provided to property owners within Ipswich
- Hosting of the first Land Development and Vegetation Clearing Workshop
- The completion of stage one of the Small Creek restoration program designed to return Small Creek to a natural waterway that will once again flow into Deebing Creek





THEME 3

CARING FOR OUR COMMUNITY

INITIATIVES AND ACHIEVEMENTS

Planning For The Future: Strategic Focus For 2018–2019

The Arts, Social Development and Community Engagement Department functions align to four key strategic pillars: building cultural capital; increasing community capacity; facilitating social development; and improving liveability. Operational planning for 2018–2019 focusses on the delivery of strategic initiatives that align to those key areas and the delivery of work programs within critical social priorities.

Our Community – Demographic Profile

Intensive analysis of the 2016 Census informed the development of the Our Community: Demographic Profile of the City of Ipswich, which was released during 2017–2018. Findings from the Census focus on the growth of the city since 2011 and illustrate the evolving face of Ipswich, with increased diversity, different economic drivers and changing characteristics of the residents who live here. The report includes benchmarks against other local government areas (where relevant), comparing Ipswich's key demographics and highlighting the similarities and differences between Ipswich and other regions within Queensland.

This report was part of a suite of analytical resources developed during the financial year. Early trend and data sets provided evidence bases for the development of strategies and responses across many Council departments. Information sessions were held with external stakeholders and residents about the Census 2016 findings and what this means for Ipswich and their respective communities and organisations. Further divisional analysis was shared with the Councillors to inform them of trends within their electorates to assist them with decision making.

In addition to the internally developed resources, Council funds community access to an interactive community profile tool (<https://profile.id.com.au/ipswich>) that allows multiple topics and maps to be downloaded. Council has held information sessions on this tool and provided individual support and training over the phone to increase the community's capacity to engage and use this excellent resource to provide evidence for funding applications, business development plans and to learn how Ipswich is growing and changing over the years.

Ipswich Arts and Cultural Strategy 2018–2023 – Framing our City's Future

Following extensive community engagement, Council launched its Arts and Cultural Strategy 2018–2023 in May 2018. The strategy describes a commitment to realise not only the personal and intrinsic benefits of the arts but also the potential for arts and cultural activities to achieve wider impacts. Stronger neighbourhoods, sustainability of the built environment, public health and lifelong learning are all supported by a vibrant arts and cultural life. The Arts and Cultural Strategy, which includes a clear roadmap articulating actions across five key areas, demonstrates Council's intent to build on the city's strengths and cements its commitment to arts and culture for the future.

Longitudinal Social Impact Assessment

May 2018 saw the launch of a multi-year social impact assessment to track the impact of the new Redbank Plains Community Centre on the local community. The assessment, developed in partnership with Multicultural Development Australia, will track social cohesion, community capacity, health, nutrition and wellbeing, local economic development and place-based community development. The assessment commenced with a baseline survey and community focus group, which evidenced that, despite ongoing community challenges, there are opportunities for building community connections, particularly between multicultural groups. The longitudinal assessment is planned to continue for three years.

Community Development Programs and Events

The Arts, Social Development and Community Engagement Branch delivered over 46 various community development programs including community and capacity building over 2017–2018. These programs were delivered in partnership with various community agencies across Ipswich.

A large number of community events promoted community spirit, social cohesion and raising awareness of various social issues including events for World Elder Abuse Day, Men's Health Week, Pasifika Spring Festival plus many more.



Civic Centre and Studio 188

Council contributes to the sustainability of local community groups through significant fee relief at venues, Civic Centre and Studio 188. In 2017–2018, a total of \$161,000 in discounted fees were afforded to community based groups and associations. Of this amount, 62% is made up of discounted or waived room hire fees, with the balance coming from discounts applied to equipment hire, food and beverage.

Guiding Principles for Strengthening Local Communities

Council considers that setting clear requirements to building brand new communities is essential. This is primarily due to Council's long-term commitment that urban growth fosters liveability and sustainable development across Ipswich's communities. Council's development of a set of guiding principles for strengthening communities (the Framework) will provide a guide for the type of local investments that will most effectively build a sustainable new community. While the Framework was initially developed to address Ripley's emerging community, this framework will inform other residential developments across the city. Inevitably, with growth comes opportunities and challenges in achieving balanced community outcomes.

This framework allows assessment of the community development contributions and initiatives in building the essential elements of a sustainable community. In other words, it is about encouraging local investments that contribute to the longevity of a strong community. The framework complements current town planning mechanisms to guide and assess the socio-economic fabric of a new community in order to drive long-term social sustainability.

The Framework aligns to Council's corporate policy documents (e.g. Advance Ipswich) and broader South East Queensland Regional Plan, which give regard to building liveability in geographical communities, or places where residents live. The assessment tool has received provisional endorsement from Economic Development Queensland while it reviews its guidelines. The Framework was piloted with developers to develop implementation plans and applications for Community Development offsets.

Affordable Housing Forum

Ipswich's strong growth (16.1% from 2011 to 2016) combined with forecasted doubling of the population by 2041, requires strong planning and policies to manage and mitigate growth pressures upon existing and future residents of Ipswich. To inform this policy development, the inaugural Ipswich Affordable Housing Forum was held in December 2017, to bring together a range of key stakeholders to discuss affordable and social housing. The aim of the workshop was to encourage innovation, sharing of ideas and resources and to identify opportunities to address current and future housing needs in the region. The forum, held at Fire Station 101, was attended by a broad range of stakeholders, including developers, affordable housing

organisations, State government departments, funding organisations, academic and subject matter experts and local government representatives.

Stakeholders canvassed issues and ideas regarding the supply of land, infrastructure charges and potential for opportunities/partnerships to deliver different types of housing. The forum's discussion and focus quickly shifted to 'liveability' including issues such as the provision of transport, housing options for renters and the development of dwelling types to meet a gap in the market (single person dwellings).

Indigenous Business Owners Network and Development Program

March 2017 saw the launch of the new Indigenous Business Owners program, with a breakfast event delivered in partnership with Ngiyani and generous support from key stakeholders including the Ipswich Chamber of Commerce, the South East Queensland Indigenous Chamber of Commerce, Indigenous Business Australia, the Department of Aboriginal and Torres Strait Islander Partnerships and Tagai Management Consultants bringing together more than 40 local indigenous business owners. During the event, participants completed a survey designed to inform the development of a capacity and capability building program aimed to increase the financial independence and sustainability of indigenous business in Ipswich.

Art Gallery Exhibition and Public Program Highlights

Family audiences were attracted to the Gallery for the Built for Speed exhibition presented over the summer holidays. More than 32,600 visitors attended this paid entry exhibition.

The works of talented local artists were featured in a new program of exhibitions in the Stage Gallery, sixteen artists showcased their works to a larger audience via the program, with some receiving enquiries for sales.

Two major works by d'Arcy Doyle that were donated via the Ipswich Arts Foundation were featured in a celebratory exhibition and event, alongside the collection of a major donor who is making the single largest donation the Gallery has received to date.

The Gallery hosted a prestigious touring exhibition Silver and Gold: Unique Australian Objects 1850–1910 from the National Gallery of Australia which presented valuable artefacts rarely seen outside of national and state institutions. Numerous cultural tourists and groups visited the exhibition, and explored other aspects of the city's heritage. To complement Silver and Gold, the Gallery developed and presented Treasure Hunt for a family audience. The Treasure Hunt activities delighted young visitors, who were provided with the opportunities to discover their own precious artefacts. Over a two week period, 23,866 visitors attended the Treasure Hunt program.

The works of internationally renowned photographer Lawrence Aberhart were presented in a large exhibition that celebrated the centenary of the end of World War One. Simply titled 'ANZAC', the exhibition attracted over 18,000 visitors and was a highlight of the local ANZAC Day celebrations.

The Ipswich Arts Foundation hosted a series of successful fundraising events, including the launch of the Thomas Griffiths exhibition and the annual fundraising dinner.

School Holiday Activities

The Ipswich Art Gallery continued to be the school holiday destination of choice for children from Ipswich and across South East Queensland with the presentation of school holiday activities such as 'Towers of Tomorrow' (July 2017), 'Play with Clay' workshops (September 2017) 'Climbing Web' (April 2018) and 'Treasure Hunt' (June 2018) attracting an average daily audience of 1179 visitors to the Ipswich CBD.

A broad range of school holiday activities was also hosted by Ipswich Libraries across all branches.

For those interested in something different, Council also funded the delivery of school holiday programs across the city, designed to appeal to children and youth aged from five to 17. This included activities such as educational wildlife visits, learn to cook classes, Christmas recycled craft, gardening, movie days and sports activities.

Gallery Education Programs

The 'Light Play' education sessions attracted 9,165 students over five weeks in July 2017. The 'Scale Free Network' sessions, which provided a unique and innovative cross curricular program of art and science, attracted 2,863 primary and secondary students in March 2018.

Library Self-Checkout and Concierge Model of Customer Service

All Library branches fully transitioned to a concierge-model of customer service, and radio-frequency identification device (RFID) self-service for loans, returns and requests. New equipment was installed at all branches, including self-check-out stations, Smart Blade returns units and new height-adjustable concierge desks.

STEAM Powered Makerspace Launch

In August 2017, Ipswich Central Library officially opened the new 'STEAM Powered Makerspace'. This area consists of a Virtual Reality Room that facilitates Virtual Reality 3D Artwork, a Community Collaborative Jigsaw and an Augmented Reality Sandpit. The concept has proven to be highly successful and learnings from this first Makerspace have informed the development of an enhanced Makerspace for the new Springfield Central Library.

Library Management System and Customer Catalogue Upgrade

During the financial year, Ipswich Libraries' library management system was upgraded. The new system enables simpler and easier to learn workflows, more day-to-day functionality and much deeper and more intuitive reporting options. The complex migration project was highly successful with almost all functionality available directly after cut-over day one and the successful importation of all off-line data collected during the transition period between the two different systems. Further enriched functionality in Events, Reporting and PC Booking were successfully delivered later in the year.

Along with the upgrade to the Staff system, the Customer Catalogue was also improved. The new catalogue enables users to browse and reserve from the collection of over 240,000 items, book public computers and rooms as well as browse and reserve tickets for upcoming library events.

The new catalogue offers rich and dynamic capabilities to develop specific collections of books, such as this week's Top Ten or Best of Sci-Fi, as well as providing access to recommendations and reviews for searches.

eSmart Accreditation


In August 2017, Ipswich Libraries proudly announced the Library's National eSmart Accreditation. Ipswich Libraries is only the 9th library service in Queensland to become eSmart. National eSmart accreditation is a testament to Ipswich Libraries' work towards the growing demands of digital literacy and online safety. The journey toward achieving this status involved the development and implementation of a range of programs, strategies and supporting documentation. It provided opportunities for staff to gain skills and attend relevant training and build a skill set and knowledge to effectively help library users.

The Very Hungry Caterpillar

Ipswich Libraries entry in this year's Festival Parade celebrated literature by bringing Eric Carle's The Very Hungry Caterpillar alive in lantern form. The Library was proudly represented by over 100 Ipswich Library members, staff, families and friends in a spectacular show of community spirit. Being awarded "Best Overall Entry" was a rewarding culmination to an exciting community project which involved a series of lantern and caterpillar making workshops in preparation for the parade as part of the Library's holiday program.

Tech Savvy Seniors Queensland

Ipswich Libraries received funding from the State Library of Queensland to deliver its innovative Tech Savvy Seniors Queensland Project (TSSQ) aimed to increase digital inclusion and help reduce social isolation in Ipswich seniors (55 years and over). From September 2017 to June 2018, more than 340 Ipswich seniors engaged across the 24 TSSQ sessions which



were offered at Ipswich Central Library and as outreach visits to community groups and aged care facilities. The focus was on experiential learning with new and existing technologies including robotics, online shopping, fitness apps, 3D printing, mobile devices and Virtual Reality.

Tech Trek

Tech Trek was a flexible and innovative project that enabled Ipswich Libraries to take Virtual Reality (VR) technology out into the community. Grant funding of \$25,000 included the purchase of Google Expedition kits comprising 50 VR headsets, opening up the opportunity for members of large groups to simultaneously explore and learn through virtual experience. From February 2018 to June 2018, 45 hours of VR experience was delivered to more than 310 participants in a range of settings including community centres, aged care facilities, schools and workplaces.

Indigocoders Digital Literacy Initiative

In partnership with Kambu Aboriginal and Torres Strait Islander Corporation for Health (Kambu Health), this exciting partnership project is based on:

- Library staff delivery of a basic coding education program held weekly at Ipswich Central Library
- Participation by Indigenous secondary students from Years seven to nine and their mentors who are nominated and organised by Kambu Health
- Student development of Makey-Makey games that are showcased at the Ipswich Education Youth and Sport Program (IEYSP) Winter School.

Community Discussion

Council directly engaged with communities through a range of reference groups, including the City Country Reference Group, the Rosewood Walloon Consultative Committee, Leichhardt One Mile Community Consultative Committee, the Ipswich Youth Advisory Council and the Seniors Consultative Committee. In 2017–2018, Council also commenced planning for a new system based engagement platform which will facilitate extensive and consistent community participation and engagement.

Seniors' Week

Seniors' Week 2018 celebrations included a number of events across the region including Ipswich, Marburg, Redbank Plains and Gales. Events included the See Create Connect Expo, the Marburg Seniors' Week Celebrations, accredited First Aid Training for Seniors, the Seniors' Cinema Day and the Breakfast BBQ for Seniors. The feedback from the community was positive with many taking the time to write or email their thanks and praise to Council.

Protégé Master Classes

The financial year saw the delivery of a range of events under the banner of Protégé Master Classes, designed to provide Ipswich youth with the opportunity to network, collaborate, participate and learn across five key categories of the arts: music, dance, drama, visual art and production.

Ipswich Film Festival for Youth 2018 (IFFY)

IFFY continues to grow and is developing a keen following of youth from Ipswich and South East Queensland. 2018 was another year of exploring youth creativity through film making. IFFY is one of the few film festivals which offers free entry and categories have been developed allowing mainstream film making as well as the use of alternate devices i.e. computer animation platforms and mobile phones. IFFY also provides entrants with the opportunity to invite family and friends to see their films on the big screen in addition to meeting the judges, sponsors and other fellow film makers.

IFFY 2018 was delivered using a new digital platform allowing film makers a simple online portal to upload their films. Over 462 films were received from within Australia and beyond, from this 45 were shortlisted from Australia and then finally a shortlisting of 20 films were agreed upon. Judging was completed by industry representatives, sponsors and Council staff. IFFY partners were consulted across all aspects of IFFY with great feedback being provided around the level of applications and the delivery of the red carpet event.

Littering, Dumping and Waste Reduction Campaign

The Littering Dumping and Waste Reduction Campaign is a planned partnership program between the Queensland Government (Department of Environment and Heritage Protection) and Council. The campaign will cover the entire Ipswich local government area.

The campaign is still in the very early stages of delivery however initial trials of the new approaches have been hugely successful. Strategies such as Beautiful Ipswich and the Sustainability Strategy will be complemented by the campaign by reducing instances of littering and illegal dumping and improving the amenity of Ipswich.

Queen's Baton Relay

In 2018, the Commonwealth Games Queen's Baton made its way through the streets of Ipswich past some of the city's most iconic locations with the community coming out to celebrate this once in a lifetime opportunity. Council worked collaboratively both internally as well as with many external agencies to deliver this unique community celebration.

Ipswich Sports Awards

The 2017 Ipswich Sports Awards were held in October at the North Ipswich Reserve Corporate Centre. Over 200 people attended the night which celebrated the achievements and hard work of local athletes, volunteers and clubs. The night was a great success with positive feedback achieved from the attendees who enjoyed being able to network with other local sporting organisations and individuals.

School Safe Parking Project

The School Safe Parking Project offers an opportunity for Council officers to engage with the community and provide an educative approach to illegal parking behaviours. This approach allows people the opportunity to correct their behaviour without receiving an enforcement action in most cases.

The ongoing education of motorists is fundamental in laying the foundations that will ideally see improvements in parking behaviours at schools.

BarkUp

#Barkathon2017 was an initiative of the Animal Management Branch hosted by Fire Station 101, which encouraged technology savvy entrepreneurs to develop an innovative tool to assist residents in managing barking nuisances within the Ipswich community.

BarkUp!, winner of #Barkathon2017, is a community pet resolution web platform. It lets neighbours communicate with each other in a safe environment, either directly or anonymously, self-register barking dog complaints, and provides dog owners tailored training advice.

Health and Amenity Plan (The Plan)

Council introduced its first Health and Amenity Plan (The Plan) in 2016. The publicly available compliance plan was a first for any Australian local government. This was followed by a six monthly progress report and an end of year report. The Plan is now in its third year and is evolving each year to be the single point of strategic truth for the Health, Security and Regulatory Services Department.

For the 2017–2018 year, the Plan consisted of six core priorities with a range of actions to be delivered over the twelve months. The activities were identified by the Ipswich community as compliance matters that require a stronger focus and higher priority to Council. Knowledge about these problems and their associated risks was established by collecting and analysing data from a range of information sources.

The following events were created to provide everyone living, working in and visiting Ipswich an understanding of Council's approach to compliance. These events include:

- Six HAP Hubs in Ipswich shopping centres held through March – May 2018 to gain feedback and input from the community in relation to what areas of compliance were most important to them
- Free micro chipping days held to support and educate the community about responsible pet ownership
- Million Paws Walk hosted in Ipswich by Council to support responsible pet ownership
- Workshops held throughout Ipswich educating food business owners on the Eat Safe Ipswich campaign

Systematic Inspection Program for Unregistered Dogs

Dog registration provides identification, which improves the chances of lost dogs being reunited with their owners, promotes responsible pet ownership and allows Council to provide appropriate management strategies and facilities. A systematic inspection program for unregistered dogs will assist Council in:

- Increasing the number of dogs carrying identification tags
- Improving Council's ability to locate owners of wandering dogs through registration tags
- Minimising the number of impounded dogs that remain unclaimed.



Safe City

The Safe City Program expanded its existing camera network by adding an additional 14 public safety cameras in the suburbs of Brassall and Redbank Plains. As part of Safe City's relocation to a new state of the art monitoring room, the group successfully oversaw the installation of an additional 16kms of fibre optic cable before commencing a rolling transition of services all while keeping the Safe City camera network operational.

Food Safety Star Rating Program

The food safety star rating program enables consumers to make informed choices when buying food or eating out. Councils' environmental health officers undertake inspections of eligible food businesses using a food safety checklist. In each case, businesses are assessed for compliance with the Food Safety Standards and Good Management Practices. A star rating is calculated based on the inspection findings. The program is voluntary and businesses that achieve 3, 4 and 5 stars are invited to publically display their rating. This food safety star rating program has been adopted by a number of other South East Queensland councils.

Ipswich First

Council is always seeking new ways to engage and inform the Ipswich community, with Ipswich First a recent initiative.

Ipswich First focuses on the stories of the city, going beyond just Council specific topics and encouraging conversations on the people, places, achievements and issues which make Ipswich tick. It allows Council to reach further into the community as it sources and develops local content and it helps Council understand the community better as people engage with the content and the platform.

Civic and Community Events

Throughout the year Council's Events Branch coordinated, supported and delivered a wide variety of events. From citizenship ceremonies to Sustainability Week to Movies in the Park, Council events engaged the community and encouraged active interaction.

This year Council took on responsibility for the popular Ipswich Festival following the cessation of Ipswich Events Corporation. This evolution not only ensures the future of the Ipswich Festival but allows Council to lead a whole-of-city approach to the celebrated event.

Council's Event Sponsorship Program supports events which deliver community benefit, economic impact and diversity to the city. Each year the program provides assistance to more than 40 cultural, sporting, special interest and artistic events.



THEME 4

CARING FOR OUR ENVIRONMENT

INITIATIVES AND ACHIEVEMENTS

Sustainable Ipswich

The Ipswich City Council sustainability strategy will follow four pathways to achieve its sustainability objective. During the year, Council achieved the following outcomes:

Pathway 1: Community

The promotion of city wide sustainability through education, awareness and community involvement

1. Inaugural Youth Sustainability Summit

The inaugural Youth Sustainability Summit occurred over two days in October 2017, with 209 primary and middle school students in attendance representing seven schools across Ipswich. The event was considered to be a resounding success with a recommendation for the Youth Sustainability Summit to be ongoing. The session that had the most impact on students on each day was the session on composting (according to student survey results).

2. Sustainability Awards

At Council's Awards for Excellence held in August 2017, there were five sustainability awards handed out. Of note was the sustainability award given to the Churchill Abattoir for their installation of a solar farm.

Pathway 2: Environment

1. Resource Recovery and the Circular Economy

May 2018 – Council launched the Recycle 4 campaign focusing on four key categories to be recycled in the kerbside yellow-top commingled bin. These categories are:

1. Paper
2. Plastic
3. Cardboard
4. Cans/tins.

2. Reduction in Citywide Carbon Emissions, Including Through Renewable Energy

The city's emissions are being monitored via a sustainability database and platform that captures Council's consumption of energy and fuel, as well as volumes of waste to landfill. Water consumption is also captured in this database.

The sustainability database enables information to be analysed to identify areas in Council's operations for opportunities for reductions in resource consumption. See Pathway 3 regarding Corporate Sustainability.

Pathway 3: Resource Efficiency and Carbon Reduction

Corporate Sustainability

Council has developed a Corporate Environmental Sustainability Action Plan (in draft) that has identified areas in Council's operations for improved resource consumption efficiencies; resource harvesting (solar energy and stormwater); and opportunities for behaviour change supported by revised procedures and processes. Council will be looking to implement some of the actions identified in the sustainability action plan in the coming year. These actions also align with the following aspects of Council's Sustainability Strategy:

1. **Auditing, monitoring and analysis of Council's resources** – resource consumption and opportunities for efficiency
2. **Good governance** – lead, promote and integrate sustainability across Council operations
3. **Buy smarter** – responsible procurement practices (financial, environmental)
4. **Use less** – efficient and effective management of resource consumption across Council operations
5. **Reduction** – reduction in Council's carbon emissions. Working towards becoming carbon neutral by 2021
6. **Waste less** – reduce Council's waste generated.

Pathway 4: Sustainable Development

Supporting Sustainable Industry

1. Materials Recovery

Foundation work was undertaken in 2017-2018 to understand options and feasibility for the implementation of alternative waste technologies and the ability to foster new businesses for materials reprocessing industries in Ipswich.

BioSecurity Plan

The *Biosecurity Act 2014* requires each local government in Queensland to produce a biosecurity plan that prioritises invasive species management based on inherent risk. The resulting City of Ipswich Biosecurity Plan 2018-2023 provides a methodology for the prioritisation of invasive species and then classifies the species within four management strategies.

These management strategies provide residents with guidance on how to discharge their general biosecurity obligation and collectively work to lessen the impacts of invasive species in the Ipswich local government area.

The purpose of the Biosecurity Plan is to improve invasive pest management within the local government area by:

- Developing the methodology to assess where stakeholders (government, industry and community) should direct their efforts and investments at the various stages of incursion
- Setting achievable city-wide management strategies and obligations to manage invasive plant and animal species in Ipswich
- Identifying actions that encourage mechanisms to inform, support and integrate pest management activities
- Outlining the process to monitor and evaluate the effectiveness of the plan.

Environment and Sustainability Grants

The first round of Council's Environment and Sustainability Community Grants opened in February 2018 providing local groups, schools and wildlife carers access to funding in support of projects that improve the local environment. Composting bins and worm farms within schools, tree planting projects and community environmental days were some of the projects funded through the program.

Enviroplan Photo Competition

The photo competition was conducted between June and August 2017 resulting in a total of 176 entrants. Photos were received in numerous categories ranging from primary students entries through to adults and were displayed at an exhibition event in Queens Park.

Ipswich Fishing and Water Fest

The Ipswich Fishing and Water Fest was held in September 2017 and included month long activities such as fishing competitions and multiple water based recreation events at various locations across the city.

Trees for Mum

Mums from across Ipswich celebrated Mother's Day by planting a tree at George Palmer Park, Silkstone to help rehabilitate Bundamba Creek. This event provides the opportunity for a long lasting present to mums or in memory of mums for people to visit in years to come.

PLANNING

Beautiful Ipswich

The Beautiful Ipswich program aims to beautify major thoroughfares and streetscapes, and create attractive parks and pathways and improve waterways. Stage 1 and 2 of the program included the suburbs of Collingwood Park, Riverview, Basin Pocket and Bundamba. Key beautification initiatives included; landscaping of the Collingwood Drive centre median, street tree planting along Old Ipswich Road, Namatjira Drive and the local streets of Basin Pocket. The program also presented an opportunity to collaborate with community not-for-profit organisations, with landscape works across multiple parks in the suburbs of Collingwood Park, Riverview and Bundamba.

North Ipswich Open Space Master Plan

The North Ipswich Open Space Master Plan sets a strategic direction for the future sustainable development of the open space network on the banks of the Bremer River, with consideration to the opportunities for key sites such as the Woollen Mills, Boral Hancock Site (former), Ipswich Rail Yards and the Sports Precinct. The study area extends from Mihi Junction to Cribb Park, and also considers important links back to Ipswich Central and RiverHeart Parklands on the south side of the Bremer River.

Koala Conservation and Habitat Management Plan

Koala populations are widespread throughout Ipswich and current records indicate that several large, healthy populations exist. The Koala Conservation and Habitat Management Plan identifies these important habitat areas and corridors for koala conservation, and recommends a suite of actions to reduce the impact of key threats and to support the management of priority habitat areas.

The vision for the conservation and management of koalas in Ipswich is to protect, enhance, manage and increase the local koala population and koala habitat in Ipswich.

Brush-Tailed Rock Wallaby Recovery Plan

The brush-tailed rock wallaby is the faunal emblem of Ipswich and one of three iconic species identified in the Ipswich Nature Conservation Strategy 2015. Within Ipswich brush tailed rock wallaby populations are found within the Flinders-Goolman Conservation Estate (Council owned natural area) and the Little Liverpool Range (on a mix of private and public land). The Recovery Plan seeks to consolidate and expand local knowledge of brush-tailed rock wallabies and their habitats in Ipswich to improve their habitat and reduce the impact of threats such as wildfire and predation by fox and wild dog.

The vision is that Ipswich remains a population stronghold for the brush-tailed rock wallabies to prevent declines in the northern part of the species range and that the Flinders-Goolman Conservation Estate provides a leading example of coexistence between rock wallaby conservation and visitor usage.

Encouraging Awareness

- Landholder Partnerships and Agreements to encourage environmental awareness and property owner inclusion, examples:
 - Waterway Conservation Agreements – 20
 - Bushland Conservation Agreements – 1
 - Koala Conservation Agreements – 1
 - Land for Wildlife Scheme – 10
 - Habitat Garden Agreement – 128
 - Voluntary Conservation Agreements and Wildlife Partnerships – 40
- Landholder Events and Activities:
 - Rosewood Festive September – approx. 100 residents
 - Creating a Connected Corridor for Biodiversity – approx. 100 residents
 - Koala Conservation Open Property – Purga – 35 attendees
 - Propagation Workshop – 5 attendees
 - Nature Conservation Grants Information Sessions x 2–14 attendees in total
 - Little Liverpool Range Walk – 40 attendees
 - Blackall Street Action Group
 - Plant Distribution – 15,000 plants to property owners within Ipswich
- Beautiful Ipswich Project 2017–2018
 - Engagement with 985 residents via direct mail out

- Environmental Education Initiatives provided to both schools and community
 - What a Waste
 - Kids Go Wild
 - Map of Mystery
 - Following the Figs
- Sport and Recreation Annual Survey – collation of up to date information and the determining of support that the 150 clubs and organisations require for the future
- Environment Matters Newsletter – provided electronically and in print form to community members from within the environmental database.

Littering and Dumping Project

Campaign to reduce occurrences of littering and dumping, and to reduce waste within the Ipswich community by increasing awareness on recycling bin contamination.

The campaign will focus on four main aspects that, due to the behaviours associated, require that they be addressed separately. These aspects are:

- Roadside and park littering
- Illegal dumping in suburban and rural areas
- Illegal dumping on kerbsides
- Supporting programs on recycling contamination.





THEME 5

LISTENING, LEADING AND FINANCIAL MANAGEMENT

INITIATIVES AND ACHIEVEMENTS

Council of Mayors

During the year, Council continued its membership of the Council of Mayors (SEQ). The organisation is Australia's largest regional local government advocacy group due to its membership of the ten local governments across South East Queensland including Toowoomba Regional Council.

The Council of Mayors (SEQ) strives to deliver better regional funding, policy and collaborative outcomes for the local governments and communities of South East Queensland by:

- Advocating for a better resourced SEQ region
- Influencing other levels of government
- Collaborating in effective and innovative cooperative programs across the region.

Office of Information Commissioner Compliance Audit

Each year the Office of Information Commissioner (OIC) undertakes an audit of a number of local governments under section 131 of the *Right to Information Act 2009 (Qld)* and the *Information Privacy Act 2009 (Qld)*. The objective of this audit is to establish whether the local government is complying with the prescribed requirements of the legislation, to identify areas of good practice and make recommendations about any improvement opportunities.

Council was identified for an audit in the financial year with the audit focussing on leadership, governance and a culture of openness, compliance and privacy.

The OIC acknowledged that at the commencement of the audit, Council had already undertaken a review and embarked on a major program of change that concentrated on:

- Governance arrangements
- Corporate planning and reporting
- Information and communication technology.

The OIC also identified a number of areas where Council had strong foundational and good practices. Council is currently in the process of implementing the

resulting 12 recommendations that look to build upon and strengthen its current approach.

Governance, Risk and Compliance Software

During the 2017-2018 financial year, Council implemented and rolled out Governance, Risk and Compliance Software. This software ensures a more streamlined and efficient approach to Corporate Planning and Reporting and Risk Management activities for the whole of Council.

Governance Review

In July 2017 an external consultant was engaged to undertake a governance review focusing on the interaction of elected members with the administrative organisation.

The report proposed 19 recommendations for Council to progress around:

- Councillor interaction with employees in accessing information and assistance
- Openness of disclosure of Interests
- Transparency of Council decision making processes and publication of minutes
- Processes for authorising expenditure involving councillors' expenses
- Transparency of the City Wide and Divisional allocations
- Frameworks for managing risks generally
- Management of corporate information and public records
- Follow up of audit reviews and recommendations.

In May 2018 the 19 recommendations were finalised.

Council had identified a further seven items. Of these, a review of all policies for currency, accuracy and publication on the internet has been completed. The remaining six include a review of formatting of reports to committees and council, delegations, complaints management, councillor expenses reimbursement and administration support specifically relating to travel. These will be finalised in the near future.



Awards and Recognition

2017 Excellence in Marketing and Promotion
Economic Development Australia

2017 Innovative Management Award
Local Government Professionals Australia

2017 Destination Marketing (Gold)
Queensland Tourism Awards

2017 Visitor Information Services (Gold)
Queensland Tourism Awards

2017 Excellence in Innovation Award
Local Government Managers Queensland

2017 Top7 Intelligent Community of the Year
Intelligent Communities Forum

2017 Digital Entrepreneurship (Finalist)
Economic Development Australia

2017 Excellence in Tourism Marketing (Finalist)
Australian Marketing Institute

2017 Destination Marketing (Finalist)
Australian Tourism Awards

2017 Visitor Information Services (Finalist)
Australian Tourism Awards

2018 Travel, Leisure and Media (Bronze)
Australian Effie Awards

2018 Leadership City (Finalist)
Australian Smart Cities Awards

2018 Public Sector Marketing (Finalist)
Australian Marketing Institute

2018 Strategic Thinking (Finalist)
Economic Development Australia

CIPS Award – Finalist Excellence in Public Procurement – Improving Value for Money and Service Delivery

The Chartered Institute of Procurement and Supply (CIPS) – a global organisation respected as a global benchmark for excellence, the CIPS Supply Management Awards are the most prestigious recognition an organisation in the procurement and supply chain profession can receive.

In the Australasia competition, Council was a finalist in the Best Public Procurement Project category in partnership with Datacom Systems – ICT Managed Services for Ipswich City Council.

ISG Paragon 2018 Awards – Finalist in the Imagination Category

CITY OF IPSWICH – ICT Branch and DXC Technology

Championing of new technologies such as Robotic Process Automation and Artificial Intelligence and/or approaches that make a significant change to an organisation's operations. Entrepreneurial approach to move the organisation closer to its stated aims.

Building Certification Team Award

Council's Building Certification Team were named the 2018 winners of the AIBS (Australian Institute of Building Surveyors) Building Surveying Team Award for Queensland and the Northern Territory.

**Finalist – Australasian Awards 2017
(Sustainability Category)**

Project: Enviroplan Calendar

Finalist – Healthy Land and Water Awards 2017

Project: Design Your Creek Week

**Finalist – Queensland Outdoor Recreation
Federation Awards
(Encourage Participation Category)**

Project: Outdoor Recreation Marketing

**State Winner – Parks and Leisure Australia Awards
of Excellence (Qld) (Community Program of the
Year Category)**

Project: Active Parks Program

**State Winner – Parks and Leisure Australia Awards
of Excellence (Qld) (Best Use of Technology Award)**

Project: NAEUS App

(In Partnership with Fire Station 101 and Tim and
Jeremy Butler)

2017-2018 Beautiful Ipswich Program

Project: Collingwood Park, Riverview, Basin
Pocket, Bundamba – 830 trees planted

Small Creek Naturalisation Project

Awards Received:

- National Landscape Award for Land Management, Australian Institute of Landscape Architects
- Award of Excellence in Strategic or Master Planning, Stormwater Queensland
- Queensland State Award of Excellence for Land Management, Australian Institute of Landscape Architects
- Government Stewardship, Healthy Land and Water Awards (Finalist)
- River Basin Management Society – Involving Community in Waterway Management (Finalist)
- Minister’s Urban Design Awards (Commendation).



DEPARTMENT SUMMARY



ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT

Chief Operating Officer – Caroline McMahon

The Department's primary objective is to strengthen and contribute to the sense of community, and to enhance the quality of life of the city's residents and visitors through strong advocacy, innovative partnerships, provision of arts and cultural opportunities and the delivery of programs and services that align to community needs.

Key departmental responsibilities include:

- Arts and Culture
 - manage cultural facilities, including Ipswich Art Gallery, Ipswich Community Gallery, Studio 188, North Ipswich Reserve Corporate Centre, Ipswich Libraries (Ipswich Centre, Redbank Plains and Redbank Plaza) and the Ipswich Mobile Library
 - deliver innovative programming in literary arts, performing arts and fine arts that enriches options for community participation
 - ensure open and equitable access to information and resources
 - build community pride through the provision of information regarding Ipswich's community and cultural history
 - support education, lifelong learning and skills development.
- Community engagement and capacity building:
 - nurture relationships with and between community groups to ensure community cohesion
- actively engage with the residents of Ipswich to facilitate better understanding of the community's needs and aspirations
- ensure appropriate access for community to adequate infrastructure that facilitates social networking, community inclusion and pride
- develop and implement programs and projects that respond to diverse community needs and support community capability uplift
- advocate for outcomes that address community needs
- provide opportunities for community participation and celebration
- support community capacity building through the administration of community grants and donation programs
- partner with a range of key stakeholders to enhance opportunity for community.
- Social Policy and Strategy:
 - provide clarity on a range of social issues through the management of a consistent social policy framework
 - analyse the social impact of major development proposals
 - work in partnership with the State government and key developers to ensure optimal community outcomes in Priority Development Areas
 - maintain awareness of social trends through analysis of a broad range of data to inform and guide Council's decision-making.

WORKS, PARKS AND RECREATION

Chief Operating Officer – Bryce Hines

The Works, Parks and Recreation Department's primary objectives are to:

- strategically plan the open space network, activate and deliver sport and recreation opportunities within the city and ensure the city's natural resources and flood plains are effectively managed and protected
- undertake proactive planning, management and response to natural disasters
- provide management, maintenance and operational services and activities to the whole department asset base (including roads, street lights, traffic signals, drainage, parks, reserves, sporting areas, aquatic facilities, urban forest, conservation, corporate buildings and depots and former landfills)
- provide an integrated approach to the department's financial and procurement activities and strategic asset management for Council's infrastructure asset base
- provide business support and assist in driving continuous improvement within the department to ensure excellence in service delivery to achieve effective, efficient and economical management of resources
- provide waste management services and solutions
- manage all fleet and associated services.

PLANNING AND DEVELOPMENT

City Planner – John Adams

The Planning and Development Department comprises five branches:

- Strategic Planning
- Development Planning
- Engineering and Environment
- Building and Plumbing
- Business Support

Planning and Development's core objective is to effectively manage growth and development in order to create a socially, ecologically and economically sustainable environment that:

- meets the community's housing needs
- integrates land use and transport needs
- creates jobs and supports overall economic development
- delivers appropriate infrastructure and community services
- protects valuable features such as places of cultural heritage significance and important natural environment areas.

The department's core activities include:

- preparing and implementing plans, strategies and policies to ensure integrated and sustainable development outcomes for the city as a whole and within specific local areas
- identifying, protecting and promoting places of cultural heritage significance and streetscape value
- identifying and protecting important natural environment areas through appropriate planning scheme mechanisms and development assessment processes
- maintaining an appropriate and efficient regulatory environment for development assessment and building and plumbing compliance.

FINANCE AND CORPORATE SERVICES

Chief Operating Officer – Jeffrey Keech

The Finance and Corporate Services Department provides administrative, financial, customer service, insurance, business services, procurement and information and communications technology expertise to the departments of Council. It assists Council to deliver, for the people of Ipswich, the strategic objectives and goals outlined in Advance Ipswich and the Corporate Plan. The department's main objectives are to:

- develop policies and procedures that ensure financial sustainability and risk mitigation for the organisation, together with the achievement of business and operational objectives
- pursue legislative compliance in all aspects of financial management and reporting
- provide and maintain financial systems and services and provide a focus on key financial transactions

- manage the corporate and administrative requirements of the organisation, together with corporate governance arrangements and deliver a suite of corporate services which support the business and legislative imperatives of Council. This includes business services, committee support services, information and communications technology management, human resources management, procurement, probity, corporate governance and executive support services
- provide the formal corporate interface for all customer touch points and channels at the first point of contact including face to face, voice and data channels as well as hard and soft incoming correspondence and records management, rates generation, rates maintenance and rates collection

INFRASTRUCTURE SERVICES

Chief Operating Officer – Charlie Dill

The Infrastructure Services Department delivers Council's Capital Works Program, managing projects through their entire lifecycle – from strategic planning, initial concept design, detailed design, construction and then handover to operations and maintenance.

The number of projects to deliver each year averages between 400 – 500 projects, which range from facilities projects (such as community centres and libraries), drainage projects (such as levee banks), transport projects (such as four lane upgrades) and open space projects (such as cycle parks and water play parks).

Included in the project mix are a number of smaller, but equally important projects – such as kerb and channel installations, road resealing/rehabilitation and construction of footpaths.

Infrastructure Services is also responsible for the management of the traffic signals network and associated systems, e.g. Connected Intelligence Traffic System (C-ITS).

The department has four branches, which include:

- Infrastructure Planning (Transport and Local Drainage and Traffic Signals Operations)
- Program Management and Technical Services (Project Design and Survey)
- Construction (Internal Crews and External Contractors)
- Business Support (Procurement, Estimation, Scheduling and Cost Management).

Infrastructure Services delivers its core services by:

- providing professional advice to plan infrastructure assets in order to meet the current and future needs of the Ipswich community
- ensuring asset project proposals are feasible and well scoped at an early stage of the project life-cycle
- developing strategic partnerships between Council and other spheres of government, to ensure the coordination of asset creation
- providing design services to Council for roads, footpaths, cycle ways, stormwater drainage, public places, parks and open spaces, with community safety and service as priorities
- engaging and communicating with key stakeholders to help build an understanding of what is being delivered, when, and to capture their input
- managing, monitoring and controlling the Capital Works Program and Capital Projects to ensure cost effectiveness, timeliness and quality of delivery
- enabling continuous improvement within portfolio and program management frameworks to manage risk, selection, prioritisation and delivery of the Capital Works Program
- providing records at the completion of projects that fulfil the requirements of good asset management practices by Council
- responding to and managing emergent special construction programs as needed e.g. Flood Recovery Programs.

HEALTH, SECURITY AND REGULATORY SERVICES

Chief Operating Officer – Sean Madigan

The Health, Security and Regulatory Services Department (HSRS) has a broad range of responsibilities aimed at ensuring that the health, environment and safety of the city is protected and enhanced. This involves proactively working with the community and other agencies to promote and implement programs to deliver positive outcomes in those areas.

HSRS is essentially a one stop shop for compliance matters across Ipswich that are regulated by state and local government laws. Over 38,000 licences, permits and registrations are generated each year by HSRS that cover areas such as dog registration, food businesses, events and public swimming pools.

Complaints raised by the community are investigated by HSRS as well as proactive inspections and patrols undertaken over the year. A broad range of subject matters are addressed including regulated parking, illegal land use, food safety, barking dogs and other noise nuisances.

In addition to policy development across its areas of responsibility, HSRS also delivers a number of programs to the community to promote safe and healthier lifestyles such as free Immunisation Clinics, Safe School Parking and a Registration Rewards Program.

A key function of the department is to facilitate community safety through the provision of approximately 317 public safety cameras under the Safe City Program, delivering a 24 hour a day, seven day a week, state of art CCTV monitoring program to enhance community safety and to provide security for Council assets. The Safe City Program has been in operation for over 20 years and is regarded as the benchmark for CCTV Community Safety Programs across Queensland and Australia.

The Health and Amenity Plan is a key strategic document for the department and is designed to provide everyone living and working in Ipswich with an understanding of Council's approach to compliance activities. It also highlights the priorities and actions for the department over the financial year.

Overall, the primary objective of HSRS is to plan, develop, monitor and maintain a safer and healthier Ipswich.



ECONOMIC DEVELOPMENT AND MARKETING

Chief Operating Officer – Ben Pole

The alignment of the Economic Development, Smart City, Tourism, Media, Marketing and Events branches under one department and vision aims to deliver quality corporate services and measureable development of new economic, social and profile growth for Ipswich.

The Economic Development and Marketing Department is aligned towards the following six priorities:

- Deliver integral marketing and communications services to Council
- Effective engagement with residents and business
- Lead digital technology and knowledge economy progress
- Accelerate and promote priority economic growth sectors
- Increase overnight visitor demand, arrivals and expenditure
- Improve Ipswich awareness and positioning in key markets.

The Office of Economic Development aims for Ipswich to be a lead economy in South East Queensland – creating opportunities for residents and businesses through industry development, skills development and investment attraction. The Office of Economic Development is committed to generating economic progress, sustainable industry, innovation and a skilled workforce.

The Smart City Program drives the Ipswich digital transformation agenda – leading projects and collaboration in digital infrastructure, skills development, data capital and the start-up ecosystem. The Smart City Program is closely aligned with the Office of Economic Development to ensure strategies and tactics are not only extended but fully maximised.

The Tourism Development Branch advances the region's tourism industry in the positive promotion of the destination to target audiences in an effort to increase visitor demand, visitor arrivals and visitor expenditure. The Tourism Development Branch also works closely with the Office of Economic Development in the delivery of industry and skills development as well as targeted investment attraction in order to continually improve the region's tourism products and services.

The Communications and Media Branch manages content development and information dissemination through proactive and reactive distribution channels, communicating the products, services and values of Council and the city to a variety of audiences. The Communications and Media Branch provides these services to all of Council across an ever evolving traditional and new media landscape.

The Marketing Services Branch provides full-service marketing support to the many and varied business lines of Council. The Marketing Services Branch also manages the key corporate assets and channels to achieve awareness and engagement for Council with target audiences.

The Events Branch provides civic, community and corporate event engagement and delivery services to fulfil Council objectives and requirements. The Events Branch supports Council's engagement with all residents and stakeholders through a diverse portfolio of relevant events.

Through the successful and measureable delivery of these responsibilities, the Economic Development and Marketing Department delivers vital corporate services and generates new growth for Ipswich.

ELECTED MEMBERS



COUNCILLORS



Councillor Andrew Antonioli

Elected 2000
Councillor – *Division 7*

Elected 2017
Mayor – 31 August 2017 to
3 May 2018



Councillor David Morrison

Elected 2000
Division 1



Councillor Paul Tully

Elected 1979
Division 2
Acting Mayor – 1 July to
30 August 2017



Councillor Kerry Silver

Elected 2016
Division 3



Councillor Kylie Stoneman

Elected 2016
Division 4



Councillor Wayne Wendt

Elected 2016
Division 5
Acting Mayor
– From 3 May 2018



Councillor Cheryl Bromage

Elected 2004
Division 6



Councillor David Martin

Elected 2017
Division 7



Councillor Charlie Pisasale

Elected 1995
Division 8



Councillor Sheila Ireland

Elected 2004
Division 9



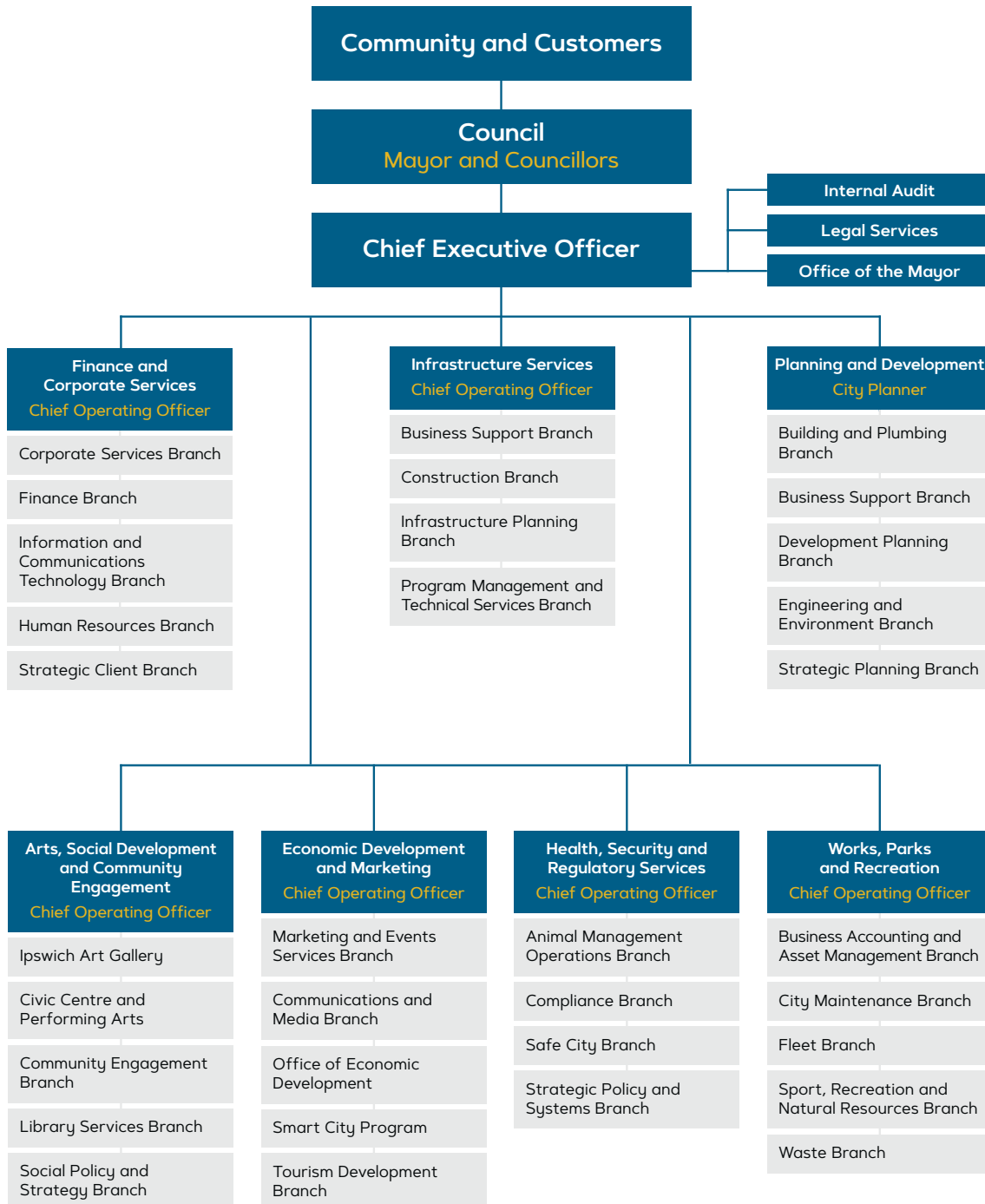
Councillor David Pahlke

Elected 1995
Division 10

DIVISIONAL MAP



ORGANISATIONAL STRUCTURE



COUNCILLOR REMUNERATION

Councillor remuneration was in line with the guidelines set by the Local Government Remuneration and Discipline Tribunal, an independent body responsible for regularly reviewing and determining the remuneration payable to councillors.

Council's superannuation contribution on behalf of all councillors was 12% of their remuneration. During the 2017–2018 financial year, expenses were incurred under the local government's expenses reimbursement policy for rent, electricity, equipment maintenance, incidental daily allowance/meals, reimbursement of travel

expenses, training, travel, accommodation, conference registration, memberships, uniforms, and personal protective equipment, tolls, parking, fares, advertising, hospitality, residential telephone, residential facsimile, office telephone, office facsimile, mobile phone, stationery, publications and postage/franking.

In accordance with section 186 of the *Local Government Regulation 2012*, the following table details the total remuneration, and superannuation for each councillor during the 2017–2018 financial year:

Councillor	Division	Period	Remuneration (\$)	Superannuation Contribution (\$)	Total Remuneration (\$)
Andrew Antonioli	Mayor	Complete Year	182,745.81	21,929.42	204,675.23
David Morrison	Division 1	Complete Year	117,240.96	14,068.69	131,309.65
Paul Tully	Division 2	Complete Year	135,706.12	16,284.55	151,990.67
Kerry Silver	Division 3	Complete Year	117,240.96	14,068.69	131,309.65
Kylie Stoneman	Division 4	Complete Year	117,240.96	13,674.72	130,915.68
Wayne Wendt	Division 5	Complete Year	129,266.96	15,511.89	144,778.85
Cheryl Bromage	Division 6	Complete Year	120,576.78	14,469.00	135,045.78
David Martin	Division 7	Partial Year	82,795.12	7,865.66	90,660.78
Charlie Pisasale	Division 8	Complete Year	117,240.96	14,068.69	131,309.65
Sheila Ireland	Division 9	Complete Year	117,240.96	14,068.69	131,309.65
David Pahlke	Division 10	Complete Year	117,240.96	14,068.69	131,309.65

During the 2017–2018 financial year, a number of councillors held the additional positions of Mayor, Deputy Mayor, Acting Mayor and Acting Deputy Mayor as reflected in the remuneration totals above. David Martin commenced as a councillor on 19 October 2017.

COUNCILLOR CODE OF CONDUCT

As a result of a 2017 review of the organisation's governance framework, 19 recommendations were identified which included a recommendation that Council re-introduce a Code of Conduct for councillors as a public expression of its commitment to ethical governance. The Code, adopted by a resolution of Council on 27 March 2018, provides guiding principles on a councillor's role, obligations and behavioural standards and demonstrates Council's commitment to conducting its business with integrity, honesty and fairness.

The requirements of this Code are in addition to:

- a) the laws of the State and Commonwealth
- b) the roles, responsibilities and obligations of councillors as set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*
- c) Council's existing policies, procedures and protocols.

On 17 May 2018, Queensland Parliament passed the *Local Government (Councillor Complaints) and Other Legislation Amendment Act 2018* which will require local governments to implement new procedures for dealing with councillor conduct complaints as well as the requirement for mandatory Code of Conduct training for councillors.

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:

Orders, Recommendations and Assessments	Total Number
Orders and recommendations made under section 180(2) or (4) of the <i>Local Government Act 2009</i> ('the Act')	0
Orders made under section 181 of the Act	0
Complaints for which no further action was taken under section 176C(2) of the Act	8
Complaints referred to the Chief Executive Officer under section 176C(3)(a)(i) of the Act	0
Complaints referred to the Mayor under section 176C(3)(a)(ii) or (b)(i) of the Act	0
Complaints referred to the Chief Executive Officer under section 176C(4)(a) of the Act	3
Complaints assessed by the Chief Executive Officer as being about corrupt conduct under the <i>Crime and Corruption Act 2001</i>	2
Complaints heard by a regional conduct review panel	0
Complaints heard by the Local Government Remuneration and Discipline Tribunal	1
Complaints to which Section 176C (6) of the Act applied	3

EXPENSES REIMBURSEMENT POLICY

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.

Policy Statement:

In accordance with the *Local Government Regulation 2012*, Council's Expenses Reimbursement Policy determines that the following be provided to or reimbursed to the Mayor and councillors.

A. Expenses

A1 Council Attendance

Council resolves that councillors are required to attend approved conferences/workshops to either deliver a paper or as a delegate or representative of Council and authorises the payment or reimbursement of all approved expenses associated with attending such events as participation is part of the business of Council.

A2 Professional Development

Where a councillor identifies a need to attend a conference/workshop or as part of a delegation to enhance skills relevant to his or her role as a councillor, Council authorises payment or reimbursement of all approved training workshop registrations and training material expenses and related costs associated with undertaking professional development training.

A3 Travel Costs

Council authorises the payment or reimbursement of a councillor's travel costs related to his or her attendance, for Council business purposes, at an approved conference, inspection, deputation, approved training, workshop, delegation, external meeting or function.

A4 Accommodation

Accommodation costs for overnight attendance on approved Council business shall be paid or reimbursed by Council. Councillors shall take advantage of any accommodation package provided by conference organisers by staying, if practicable, at such recommended accommodation, unless otherwise approved by the Chief Executive Officer who is authorised to determine legitimate accommodation costs for payment or reimbursement.

A5 Daily Travel Allowance

A daily travel and meal allowance in accordance with the relevant Taxation Determination ruling applicable each year in regard to Income Tax: what are the reasonable travel and overtime meal allowance expense amounts for the relevant income year under the *Income Tax Assessment Act 1997* may be claimed.

A6 Cab Charge Facility or Reimbursement for Public Transport (e.g. bus, train, ferry)

Each councillor will be provided with a CabCharge Card and etoll device. Transport costs such as bus, train, ferry costs or tolls will be reimbursed to the councillor following receipt of original invoices/documentation suitable to the Chief Executive Officer.

A7 Entertainment Expenses

Councillors may provide light refreshments (tea, coffee, juice, biscuits, etc.) and, from time to time, working breakfasts, lunches or dinners during meetings at their electorate office or Council's Administration Building's meeting rooms. Such refreshments and working breakfasts, lunches or dinners may be organised by the councillor or Council staff on behalf of a councillor. All catering requirements should, where practicable, be purchased from Council's suppliers or ordered through Civic Centre.

Councillors may also entertain guests, when appropriate for Council business purposes. When undertaking this type of entertainment, councillors are to ensure value for money and report entertainment expenditure as per Council's policies and procedures and claim reimbursement for costs incurred.

An expense under this clause should be limited to not more than \$5,000 per year. Any amount in excess of this amount will require approval of the Chief Executive Officer.

A8 Reimbursement of Expenses

Councillors may be reimbursed for other reasonable expenses incurred by a councillor for Council business under this policy upon the approval of the Chief Executive Officer.

B. Facilities

B1 Administrative Tools and Access to Office Amenities

- Facilities such as office space and Council meeting rooms
- Secretarial support for councillors as determined by the Chief Executive Officer
- Desktop and/or laptop computer or similar device
- Use of Council landline telephone and internet access
- Fax and/or scanner or similar device
- Printer, photocopier, paper shredder
- Stationery
- Postage
- Publications relevant to Council business including copies of the *Local Government Act 2009*
- Other approved tools, appliances, equipment or necessities considered appropriate in an office environment or to undertake a councillor's role approved by the Chief Executive Officer.

B2 Home Office

Approved home office equipment including computer, fax, copier, printer and internet access will be provided by Council using Council's preferred equipment supplier/s.

B3 Stationery/Office Supplies

All stationery/office supplies for both the electorate office and home office will be provided by Council and are to be acquired through Council's preferred stationery supplier/s where appropriate.

B4 Maintenance Costs of any Council Owned Equipment

To ensure Council owned equipment is operating effectively and providing optimal professional use, the ongoing maintenance of Council owned equipment will be arranged by Council and any associated maintenance costs will be Council's responsibility.

B5 Administrative Support

To fulfil the role and responsibilities of their position and to adequately represent their constituents, councillors will be provided adequate administrative resources. All Mayor and councillor administrative staff are employees of Council and will be employed in accordance with Council's Industrial Agreement. Councillors will not be reimbursed for external employee expenses incurred for employing additional staff

at their Mayoral or Electorate Offices. However, contractor expenses for providing a service such as bulk mail deliveries or other services for Council business may be reimbursed on approval of the Chief Executive Officer.

B6 Councillor Uniform and Name Badge

Approved Council uniform, name badge, and safety equipment including overalls, safety helmet, vest and glasses as required by a councillor in the performance of his or her role will be provided by Council using Council's preferred supplier/s.

B7 Telecommunication Needs

Approved mobile telephone and/or a handheld phone/email device (e.g. iPhone/Blackberry) including all associated costs will be provided by Council. Councillors will reimburse the costs to Council of personal mobile call expenses.

B8 Asset Ownership

All facilities/equipment provided to Councillors remain the property of Council and must be accounted for during Council's equipment audits. The facilities/equipment must be returned to Council when the councillor's term expires unless the Council agrees to dispose of the facilities/equipment in some other approved manner.

B9 Legal Costs and Insurance Cover

Council shall cover costs incurred through any inquiry, investigation, hearing or legal proceedings into the conduct of a councillor, or arising out of, or in connection with the councillor's performance of his or her civic functions or role as a councillor or undertaking Council business.

Councillors shall be covered under insurance policies including insurance cover for public liability, professional indemnity, councillor's liability, personal accident, international and domestic travel insurance.

B10 Vehicle

Councillors may elect to either (but not both):

- (a) Use their personal vehicle for Council business and claim an allowance for the kilometres travelled. Such allowance will be the rate set by the Australian Taxation Office for vehicle usage and based on a log book kept by the councillor that records the purpose of each trip for business purposes
- (b) Use a Council provided vehicle and repay any private usage as per the Councillor Expenses Reimbursement and Administrative Support Procedure

- (c) For private vehicle usage, if a councillor uses a private vehicle to facilitate Council business when a Council vehicle is unavailable, an amount may be claimed based on log book details to substantiate the relevance of the travel to Council business. The amount paid or reimbursed will be the actual amount (or appropriate kilometre rate) expended by the councillor. Reimbursement shall be at the kilometre rate allowable under the *Income Tax Assessment Act 1997*.

B11 Fuel Costs

Council shall meet fuel costs of a vehicle provided by Council.

B12 Car Parking Amenities

Car parking shall be provided or reimbursed for each councillor on Council business.

B13 Advertising Electorate Offices

Advertising the location, contact details and opening hours of electorate offices and electorate specific Council events will be provided by Council in Council's adopted budget to the value of \$5,000 per year per electorate office. Council staff will consult with the relevant councillors in relation to expending this amount. Any amount in excess of this amount will require approval of the Chief Executive Officer.

B14 Taxation Requirements for Car Expense and Claims for Reimbursement of Expenses

As Council is an "eligible local governing body" under section 446-5 of the *Taxation Administration Act 1953*, a councillor is required to comply with the provisions of the *Income Tax Assessment Act 1997* relating to car expenses and substantiation requirements and any receipts or other evidence of expenditure claimed under this policy shall be retained in accordance with those provisions.

B15 Inconsistencies between Expenses Reimbursement Policy and Councillor Expenses Reimbursement and Administrative Support Procedure

If there is any inconsistency between this Policy and the Councillor Expenses Reimbursement and Administrative Support Procedure, the Policy will prevail.

Amended policy adopted: 6 December 2016

Date of Council Resolution: 6 December 2016

Committee Reference and Date: Policy and Administration Board No. 2016(08) of 22 November 2016 – City Management, Finance and Community Engagement Committee No. 2016(09) of 29 November 2016

No of Resolution: 8

Date to be reviewed: 6 December 2018

COUNCILLOR REIMBURSEMENTS

During the 2017–2018 financial year, councillors were provided with or reimbursed for costs incurred in maintaining a mayoral or divisional office and representing the city in their elected role:

Councillor	Total (\$)
Andrew Antonioli	26,461
David Morrison	16,414
Paul Tully	28,884
Kerry Silver	12,730
Kylie Stoneman	4,637
Wayne Wendt	18,925
Cheryl Bromage	9,749
David Martin	7,709
Charlie Pisasale	14,949
Sheila Ireland	15,608
David Pahlke	34,508

Office	Total (\$)
Mayor's Office	47,549
Division 1	70,891
Division 2	58,232
Division 3	70,441
Division 4	66,142
Division 5	77,375
Division 6	62,018
Division 7	27,107
Division 8	76,582
Division 9	82,478
Division 10	65,456

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 and details of the destination, purpose and cost. During 2017–2018, overseas travel paid by Council was undertaken by the following employees or councillors:

Name	Position	Destination	Purpose	Total (\$)	Notes
Wayne Wendt	Councillor	Singapore	Council of Mayors (SEQ) Delegation	6,839.08	Council of Mayors (SEQ) reimbursed part of flight costs and covered accommodation
Paul Pisasale	Mayor	Singapore	Council of Mayors (SEQ) Delegation	828.00	Did not travel, flight cancellation costs
Sheila Ireland	Councillor	Canada	Visit to Edmonton Library	833.24	Personal trip, Council only paid for travel costs to and from the library and two nights accommodation
Wayne Wendt	Councillor	Korea	Asia Pacific Cities Summit	5,871.80	Council of Mayors (SEQ) reimbursed part of flight costs and covered accommodation
Laura Nicholls	Corporate Services and Risk Manager	USA	LGMA International Managers Exchange		LGMA covered all costs associated with the managerial exchange
Andrew Antonioli	Mayor	Taiwan	Smart City Mayor's Summit Expo	1,788.40	Conference organisers reimbursed part of flight costs
Ben Hayward	Senior Advisor, Office of the Mayor	Taiwan	Smart City Mayor's Summit Expo	3,505.18	Accompanied Mayor Antonioli
				19,665.70	



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.

LYS	Library and Youth and Seniors
ASD	Arts and Social Development
CIEM	City Infrastructure and Emergency Management
CWPSE	City Works, Parks, Sport and Environment
HSRS	Health, Security and Regulatory Services
PDH	Planning, Development and Heritage
EDTDC	Economic Development, Tourism and Digital City
CMFCE	City Management, Finance and Community Engagement
SP	Specific Purposes
A	Audit (Attendance restricted to members only)
CN	Ordinary Council
SCN	Special Council

COMMITTEE AND COUNCIL MEETINGS												
Committee Membership July and August 2017	LYS	ASD	CIEM	CWPSE	HSRS	PDH	EDTDC	CMFCE	A	CN	SCN	TOTAL
Number of Meetings	2	2	2	2	2	2	2	2	1	2	0	19
Cr David Morrison	1	2	2	2	2	2	2	2	0	2	0	17
Cr Paul Tully (Acting Mayor)	2	2	2	2	2	2	2	2	0	2	0	18
Cr Kerry Silver	2	2	2	2	2	2	2	2	0	2	0	18
Cr Kylie Stoneman	2	2	2	1	2	2	2	2	0	2	0	17
Cr Wayne Wendt	2	2	2	2	2	2	2	2	1	2	0	19
Cr Cheryl Bromage (Acting Deputy Mayor)	2	2	2	2	2	2	2	2	1	2	0	19
Cr Andrew Antonioli	2	2	2	2	2	2	2	1	0	2	0	17
Cr Charlie Pisasale	2	2	2	2	2	2	2	1	0	2	0	17
Cr Sheila Ireland	1	1	1	1	1	1	1	1	0	1	0	9
Cr David Pahlke	2	2	2	2	2	2	2	2	0	2	0	18

COMMITTEE AND COUNCIL MEETINGS												
Committee Membership 1 September 2017– 19 September 2017	LYS	ASD	CIEM	CWPSE	HSRS	PDH	EDTDC	CMFCE	A	CN	SCN	TOTAL
Number of Meetings	1	1	1	1	1	1	1	1	1	1	0	10
Cr Andrew Antonioli (Mayor)	1	1	1	1	1	1	1	1	0	1	0	9
Cr David Morrison	1	1	1	1	0	0	0	0	0	1	0	5
Cr Paul Tully (Deputy Mayor)	1	1	1	1	1	1	1	1	1	1	0	10
Cr Kerry Silver	1	1	1	1	1	1	1	1	0	1	0	9
Cr Kylie Stoneman	1	1	1	1	1	1	0	1	0	1	0	8
Cr Wayne Wendt	0	0	0	0	0	0	0	0	1	1	0	2
Cr Cheryl Bromage	1	1	1	1	1	1	1	1	0	1	0	9
Cr Charlie Pisasale	1	1	1	1	1	1	1	1	0	1	0	9
Cr Sheila Ireland	1	1	1	1	1	1	1	1	0	1	0	9
Cr David Pahlke	1	1	1	1	1	1	1	1	0	1	0	9

■ Purple background depicts committee membership

■ Red background depicts alternate member only. Only required to attend if a member is unavailable

LT	Libraries and Tourism
ACD	Arts and Community Development
IEM	Infrastructure and Emergency Management
WPS	Works, Parks and Sport
CE	Conservation and Environment
HSCS	Health, Security and Community Safety
PDH	Planning, Development and Heritage
EDDC	Economic Development and Digital City
CMFCE	City Management, Finance and Community Engagement
A	Audit (Attendance restricted to members only)
CN	Ordinary Council
SCN	Special Council

COMMITTEE AND COUNCIL MEETINGS													
Committee Membership 20 September 2017 – 14 November 2017	LT	ACD	IEM	WPS	CE	HSCS	PDH	EDDC	CMFCE	A	CN	SCN	TOTAL
Number of Meetings	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr Andrew Antonioli (Mayor)	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr David Morrison	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr Paul Tully	0	0	0	0	0	2	2	2	2	0	2	0	10
Cr Kerry Silver	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr Kylie Stoneman	2	2	1	2	2	1	2	2	2	0	2	0	18
Cr Wayne Wendt (Deputy Mayor)	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr Cheryl Bromage	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr David Martin	1	1	1	1	1	1	1	1	1	0	2	0	11
Cr Charlie Pisasale	1	1	0	1	1	1	1	1	1	0	2	0	10
Cr Sheila Ireland	2	2	2	2	2	2	2	2	2	0	2	0	20
Cr David Pahlke	1	1	1	0	0	1	1	1	1	0	2	0	9

COMMITTEE AND COUNCIL MEETINGS													
Committee Membership 15 November 2017 – 3 May 2018	LT	ACD	IEM	WPS	CE	HSCS	PDH	EDDC	CMFCE	A	CN	SCN	TOTAL
Number of Meetings	5	5	5	5	5	5	5	5	5	2	5	1	53
Cr Andrew Antonioli (Mayor)	5	5	5	5	5	5	5	5	5	0	4	1	50
Cr David Morrison	5	5	5	5	5	5	5	5	4	0	5	1	50
Cr Paul Tully	1	1	0	1	1	5	5	5	5	2	5	1	32
Cr Kerry Silver	5	5	5	5	5	4	4	4	4	0	5	1	47
Cr Kylie Stoneman	4	5	5	5	5	5	5	5	5	0	5	1	50
Cr Wayne Wendt (Deputy Mayor)	5	5	4	5	5	5	5	5	5	2	5	1	53
Cr Cheryl Bromage	5	5	5	5	5	5	5	5	5	0	5	1	51
Cr David Martin	5	5	5	5	5	5	5	5	5	0	5	1	51
Cr Charlie Pisasale	4	5	5	5	5	5	5	5	5	0	5	1	50
Cr Sheila Ireland	5	5	5	5	3	5	5	5	5	0	5	1	49
Cr David Pahlke	5	4	5	5	5	5	5	5	5	0	5	1	50

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■ Red background depicts alternate member only. Only required to attend if a member is unavailable

COUNCILLOR MEETING ATTENDANCE CONTINUED

LT	Libraries and Tourism
ACD	Arts and Community Development
IEM	Infrastructure and Emergency Management
WPS	Works, Parks and Sport
CE	Conservation and Environment
HSCS	Health, Security and Community Safety
PDH	Planning, Development and Heritage
EDDC	Economic Development and Digital City
CMFCE	City Management, Finance and Community Engagement
S/CMFCE	Special City Management, Finance and Community Engagement
A	Audit (Attendance restricted to members only)
CN	Ordinary Council
SCN	Special Council

COMMITTEE AND COUNCIL MEETINGS														
Committee Membership 4 May 2018 – 30 June 2018	LT	ACD	IEM	WPS	CE	HSCS	PDH	EDDC	CMFCE	S/ CMFCE	A	CN	SCN	TOTAL
Number of Meetings	2	2	2	2	2	2	2	2	2	1	1	2	0	22
Cr David Morrison	1	1	2	2	2	1	1	1	1	1	0	2	0	15
Cr Paul Tully	1	1	1	1	1	2	2	2	2	1	1	2	0	17
Cr Kerry Silver	2	2	2	2	2	2	2	2	2	1	0	2	0	21
Cr Kylie Stoneman	2	2	2	2	2	2	2	2	2	1	0	2	0	21
Cr Wayne Wendt (Acting Mayor)	2	2	2	2	2	2	2	2	2	1	1	2	0	22
Cr Cheryl Bromage	1	1	1	1	1	1	1	1	1	1	0	2	0	12
Cr David Martin	2	2	2	2	2	2	2	2	2	1	0	2	0	21
Cr Charlie Pisasale	2	1	2	2	2	2	2	2	2	1	0	1	0	19
Cr Sheila Ireland	2	2	2	2	2	2	2	2	2	1	0	2	0	21
Cr David Pahlke	2	2	2	2	2	2	2	2	2	1	0	2	0	21

■ Purple background depicts committee membership

■ Red background depicts alternate member only. Only required to attend if a member is unavailable



CORPORATE GOVERNANCE



LEADERSHIP TEAM

Ipswich City Council's Executive Leadership Team (ELT) is made up of the Chief Executive Officer, the seven department heads and the City Solicitor. 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.



Charlie Dill
Chief Operating Officer –
Infrastructure Services

Joined Council 2013

Charlie oversees the delivery of Council's capital works program, managing projects through their entire life cycle from strategic planning, initial

concept design, detailed design, construction and then handover to operations and maintenance. The program scope includes facilities projects (such as community centres and libraries), drainage projects (such as levee banks), transport projects (such as four lane upgrades) and open space projects (such as cycle parks and water play parks). The team also manages the traffic signals network and associated systems.

Charlie has extensive project and program management experience across the transport, utilities, civil infrastructure and resources sectors. His expertise lies in team leadership, governance, programme delivery, construction management, contract administration, procurement and risk management strategies.

Charlie holds a Bachelor of Engineering Technology (Civil).



Jeffrey Keech
Chief Operating Officer –
Finance and Corporate
Services

Joined Council 2016

The department encompasses the areas of finance, information technology, property, governance, human resource management and the customer contact centre.

The department's role is to manage the corporate and administrative requirements of the organisation, together with corporate governance arrangements including the delivery of a suite of corporate services which support the business and legislative imperatives of Council.

Jeffrey has significant experience leading finance and corporate services teams providing support services to large and diverse organisations in both the public and private sector in Australia and internationally.

Jeffrey holds a Bachelor of Commerce, is a member of Chartered Accountants Australia and New Zealand and has a Masters of Business Administration.



Caroline McMahon
Chief Operating Officer –
Arts, Social Development and
Community Engagement

Joined Council 2016

The primary objective of Caroline's team is to strengthen and contribute to the sense of community, and to enhance the

quality of life of the city's residents and visitors through strong advocacy, innovative partnerships, provision of arts and cultural opportunities and the delivery of programs and services that align to community needs. The department also manages the Civic Centre, Ipswich Art Gallery and the city's libraries.

With a background in finance, business improvement and corporate strategy, Caroline has developed a career focus on public sector outcomes.

Caroline holds a Bachelor of Business (Marketing) and a Diploma in Market Research.



Bryce Hines
Chief Operating Officer –
Works, Parks and Recreation

Joined Council 2006

Bryce has managed the open space network, sport and recreation opportunities, management of natural resources and flood plains, fleet and waste

management services since July 2017. The department also undertakes proactive planning, management and response to natural disasters.

Bryce is the Local Disaster Coordinator for the Ipswich local government area and has previously held the position of Environment and Health Policy Advisor at the Local Government Association of Queensland (LGAQ).

Bryce holds an Advanced Diploma of Local Government (Governance & Administration) 2006, a Masters in Environmental Management 2004 and a Bachelor of Applied Science majoring in Environmental Health 1998.

LEADERSHIP TEAM CONTINUED



Ben Pole
Chief Operating Officer –
Economic Development and
Marketing

Joined Council 2015

Ben joined Ipswich City Council after 10 years leading strategy, industry development, marketing and communications

for Gold Coast Tourism Corporation.

Ben's responsibilities at Council include the strategic and operational leadership of Economic Development, Tourism and Events, Smart City, Marketing Services, Communications and Media staff and resources driving city growth and delivering vital corporate services. This department measures success through factors of market shifts, economic outcomes, workforce growth, industry evolution and community benefit.

Ben is committed to Council's innovation agenda and sits on the Policy and Leadership Taskforce of the Smart Cities Council Australia New Zealand and the South East Queensland Council of Mayors Economic Development Working Group.

Ben holds a Master of Business Administration, a Master of International Relations and a Bachelor of Communications.



Sean Madigan
Chief Operating Officer –
Health, Security and Regulatory
Services

Joined Council 2015

The department has a broad range of responsibilities aimed at protecting and enhancing the health, environment and

safety of the city.

Prior to joining Council, Sean had a long career in enforcement both as a front line member of the Queensland Police Service and as the Manager of Investigations for the Queensland Government Department of Environment and Heritage Protection.

Sean's focus is to imbed a high performance culture in the organisation. Sean holds a Bachelor of Environmental Science majoring in Natural Resource Management, a Bachelor of Arts majoring in Communications and a Masters of Public Administration.



John Adams
City Planner

Joined Council 1981

John leads a diverse team encompassing strategic planning, development planning, engineering and environment, building and plumbing and business support. The core

objective of the department is to effectively manage growth and development in order to create a socially, ecologically and economically sustainable environment.

John has a strong background in town planning having spent over 37 years in local government planning as well as private practice and served six years as a councillor on the Queensland Heritage Council and two years as a councillor with the National Trust.

John is a Fellow of the Planning Institute of Australia; has an Honours Degree in Regional and Town Planning from the University of Queensland and a Diploma in Business.

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 of band of remuneration.

Council's Executive Leadership Team (ELT), which consists of the Chief Executive Officer, the seven departmental heads and the City Solicitor, provides oversight of the strategic, tactical and operational planning and activities of the local government. The ELT members are engaged on fixed term contracts.

During the 2017–2018 year, the following senior management contract packages were paid:

- Two senior contract employees with a total remuneration package in the range of \$150,000 – \$250,000
- Six senior contract employees with a total remuneration package in the range of \$250,000 – \$350,000
- One senior contract employee with a total remuneration package in the range of \$350,000 – \$450,000.

The total of the remuneration packages payable to Council's senior management as at 30 June 2018 equated to \$2,581,407.

PUBLIC SECTOR ETHICS DISCLOSURES

Pursuant to the provisions of the *Public Sector Ethics Act 1994* which are applicable to local governments, 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 is also required to report on actions it took regarding implementation of the legislation.

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 its workforce on its expectations regarding conduct through inductions of new staff members and re-inductions of existing staff. Council supports its ongoing procedures and practices to ensure employees abide by and embrace principles of the legislation. Council's Code of Conduct is provided to staff via its internal intranet website.

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

Council has continued to identify and implement strategies to ensure the fundamental principles of Equal Employment Opportunity and Workplace Diversity are embraced across Council. During 2017–2018:

- Mandatory inductions for employees and contract staff ensured all new staff were made aware of Council's Code of Conduct and Equal Employment Opportunity Policy
- Mandatory Code of Conduct and Equal Employment Opportunity and Diversity refresher training for all existing employees was completed

- The Draft Diversity and Inclusion Strategy 2018–2022 was completed
- The Diversity and Inclusion Implementation Plan was drafted and includes an education and awareness program for employees, as well as recruitment and selection strategies to attract and retain diverse applicants.

The design of the E-Hub HR/Payroll system includes the collection of additional diversity and inclusion data to enable Council to measure the effectiveness of strategies implemented.

LINE OF SIGHT PROGRAM

The Line of Sight program was developed following a 2016 survey to drive cultural change. The survey indicated a number of areas where Council could improve culture to create a more constructive and customer focused work environment. Eight projects were developed to influence constructive behaviour, business practices and systems to shift Council's workplace culture whilst retaining the community as its core focus. Each project team comprised of employees from a wide range of functional areas and levels with almost 100 employees engaged to date across the projects.

From this activity, the following purpose statement for employees was adopted: *'Together, we proudly enhance the quality of life for our community'*. It is anticipated that the eight projects which commenced during the financial year, will evolve as the organisation matures and as new challenges are identified.

1. Council Purpose Statement and Customer Service Framework

Goal: Increase employee involvement and customer service focus

Key Actions:

- Develop a purpose statement that provides a clear understanding about the organisation's reason for being
- Review and update the Customer Service Framework to ensure alignment with the Line of Sight program.

2. Enabling High Performance

Goal: Refine and promote good business practices across whole of Council to improve customer service

Key Actions:

- Identify, act and rectify business improvement opportunities
- Introduce transparent, fit for purpose performance measures.

3. Awareness and Understanding

Goal: All employees recognise and value their contribution and adopt the principles of the line of sight

Key Actions:

- Introduce an on-boarding program for new employees
- Enhance skills and leadership capabilities.

4. Communication Framework

Goal: Increase internal visibility of performance standards, reporting and functionality for the whole of Council

Key Actions:

- Review the functionality of Council's existing intranet
- Establish effective communication channels.

5. Leadership

Goal: All team members see leaders walk the talk

Key Actions:

- Live and breathe the line of sight
- Drive a customer focused culture through leadership engagement.

6. Business and Operational Decisions

Goal: Placing customers at the heart of decision making

Key Actions:

- Establish processes that consider the customer when formulating ideas and making business and operational decisions
- Everything points back to the line of sight e.g. recruitment and business practices.

7. Celebrating Customer Service Achievements

Goal: Acknowledge and celebrate individual day to day successes and communicate achievements

Key Actions:

- Promote behaviour change to celebrate day to day contributions
- Review the service recognition program.

8. Diversity and Inclusion

Goal: Valuing and including everyone

Key Actions:

- Develop a strategy and action plan for diversity and inclusion and implement
- Educate employees on inclusive practices, behaviours and actions that support diversity progress.



DELIVERING THE VISION



THE PLANNING FRAMEWORK

Section 190 of the *Local Government Regulation 2012* 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 whilst 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.



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. Whilst Advance Ipswich is about communicating the 'shared vision' with the community, the Corporate Plan is about 'making it happen'.

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 2017-2018](#) was developed to identify the activities that Council needed to undertake during the financial year to achieve the longer-term outcomes of the 2017-2022 Corporate Plan.

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



Advance Ipswich

For the future of our city and community

THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)



GOAL 1 – Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment.



Strategy 1 – Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city



Strategy 2 – Provide a full spectrum of life-long learning (early learning – vocational and tertiary education) that aligns skills and education with emerging employment opportunities



Strategy 3 – Develop the Ipswich City Centre as the regional capital of the Western corridor of SEQ and important employment centre



Strategy 4 – Strengthen the local digital economy



Strategy 5 – Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries



Strategy 6 – Diversify the local economy.



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.



Strategy 1 – Develop a compact, sustainable, mixed-use urban form that supports community and economic development



Strategy 2 – Provide adequate land and infrastructure to support community development and economic activity



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



Strategy 4 – Conserve the city's heritage



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



THEME 3
CARING FOR
OUR COMMUNITY



GOAL 3 – Create a city that values its past and embraces opportunities to work together for the betterment of the community.



Strategy 1 – Inform, educate and celebrate the elements of our history that have shaped our identity



Strategy 2 – Invest in data and research to provide an evidence base for development of strategy and resource allocation



Strategy 3 – Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities



Strategy 4 – Collaboration, partnerships and evidence must shape service planning and delivery for the benefit of our communities



Strategy 5 – Foster activities that promote sustainable, healthy lifestyles and community well-being



Strategy 6 – Build on the success of Council's community safety programs to address new and emerging issues



Strategy 7 – Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes



Strategy 8 – Develop greater community resilience and readiness.

THEME 4
CARING FOR
OUR ENVIRONMENT



GOAL 4 – Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.



Strategy 1 – Secure and protect important areas of native habitat and vegetation



Strategy 2 – Develop and implement an integrated approach to the planning and management of nature conservation matters



Strategy 3 – Protect and manage waterways to achieve enhanced environmental, ecological and water quality outcomes



Strategy 4 – Enhance urban greening



Strategy 5 – Use resources efficiently and sustainably



Strategy 6 – Improve environmental awareness, education and compliance.

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.



Strategy 1 – Council represents the Ipswich community and provides strong and visionary leadership



Strategy 2 – Provide comprehensive and meaningful community engagement to inform Council decision making



Strategy 3 – Implement initiatives that strengthen governance skills and knowledge



Strategy 4 – Maintain a financially sustainable and resilient approach to budgeting



Strategy 5 – Good neighbourly relations are maintained through effective dispute resolution, community education and compliance



Strategy 6 – Maintain a consistent and efficient approach to laws and compliance activities across the city.

OPERATIONAL PLAN PROGRESS



THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY

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.

STRATEGY 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
1.1 Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1) ¹	Economic Development and Marketing	1.1.1 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.	1.1.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing Management and Events Plan 2015-2018.	On track
1.2 Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	Economic Development and Marketing	1.2.1 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.	1.2.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing Management and Events Plan 2015-2018.	On track
1.3 Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3)	Economic Development and Marketing	1.3.1 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.	1.3.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing Management and Events Plan 2015-2018.	On track
1.4 Utilise the city's increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. (9.2/1.4)	Economic Development and Marketing	1.4.1 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	1.4.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing Management and Events Plan 2015-2018.	On track
			1.4.2.1 Pro-actively ensure that multicultural community outreach is included in the development of assisted programs from employment and enterprise support.	In progress
	1.4.2.2 Deliver inclusive community learning and information technology programs through Library Services.	On track		
	1.4.2.3 Provide support to service providers and community groups.	In progress		
	1.4.2.4 Understand the capability building needs of the multicultural community, identify and address gaps in local social services provision.	On track		
	1.4.2.5 Develop and deliver an annual calendar of capability building programs to be delivered specific to multicultural needs.	Yet to commence		
	1.4.2.6 Plan and deliver a Multicultural Business and Opportunities Expo.	Complete		

¹Depicts Advance Ipswich reference. Numbers in brackets refer to Advance Ipswich Goals and Key Actions.

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 Actions	Responsibility	Key Outcome	Deliverables	Status
1.5 Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)	Arts, Social Development and Community Engagement	1.5.1 Increased participation in learning opportunities across targeted community groups.	15.1.1 Identify indicators for learning outcomes (early learners and adult learners) to enable information sharing and advocacy, when required.	Complete
			15.1.2 Identify opportunities to partner with external organisations (e.g. research, service provisions).	In progress
			15.1.3 Provide a range of life-long learning programs and experiences across all ages and life stages (Library Services).	In progress
			15.1.4 Introduction of library based facilitated play-group.	In progress
			15.1.5 Target year 7 students for library awareness and technology orientation.	Complete
			15.1.6 Provide experiential learning opportunities and engagement through the Library Maker Space.	In progress
			15.1.7 Provide self-paced learning opportunities with online tutorials available from the Virtual Library Branch.	In progress
			15.1.8 As required, assist service providers in the delivery of their learning programs and enhance program outcomes.	On track
1.6 Implement the skilling Ipswich Program which covers community skilling, industry sector skills strategies and Indigenous employment and expands the education and training sector in the city. (9.2/2.2)	Economic Development and Marketing	1.6.1 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.	1.6.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track
1.7 Ensure state, private and tertiary education facilities match population growth and provide adequate skills and knowledge to support local economy and assist people to have rewarding careers. (9.2/2.3)	Economic Development and Marketing	1.7.1 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.	1.7.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track

STRATEGY 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of DEQ and as an important regional employment centre

Key Actions	Responsibility	Key Outcome	Deliverables	Status
1.8 Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area. (9.2/3.1)	Works, Parks and Recreation	1.8.1 Planned relocation of complete Council Administrative Services and Hub Library to new development in Ipswich CBD by 2018–2019.	1.8.1.1 Building Design due for completion by 31 December 2017.	In progress
			1.8.1.2 Relocation and Occupation due for completion by 31 December 2019.	Yet to commence
1.9 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)	Planning and Development	1.9.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	1.9.1.1 Deliver through Development Assessment.	On track
			1.9.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
1.10 Ensure the Ipswich City Centre is well served with appropriate infrastructure, including digital infrastructure, transport, parklands and public spaces. (9.2/3.6)	Planning and Development	1.10.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	1.10.1.1 Deliver through Development Assessment.	On track
			1.10.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Complete

STRATEGY 4: Strengthen the local digital economy				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
1.11 Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.2/4.1)	Economic Development and Marketing	1.11.1 Prioritisation and broad integration of the Ipswich Smart City Program.	1.11.1.1 Implement and continually evolve the Ipswich Smart City Program.	On track
STRATEGY 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
1.12 Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)	Planning and Development	1.12.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	1.12.1.1 Deliver through Development Assessment.	On track
			1.12.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
STRATEGY 6: Diversify the local economy				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
1.13 Support the development of education and research facilities and technology and knowledge-based industries. (9.2/6.1)	Economic Development and Marketing	1.13.1 Prioritisation and broad integration of the Ipswich Smart City Program.	1.13.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track
1.14 Support economic activity based on retail and hospitality in the existing and proposed centres. (9.2/6.3)	Economic Development and Marketing	1.14.1 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.	1.14.1.1 Implement and continually evolve the Advance Ipswich Economic Development plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track
1.15 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)	Economic Development and Marketing	1.15.1 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.	1.15.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track
1.16 Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and agriculture are used. (9.2/6.5)	Economic Development and Marketing	1.16.1 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.	1.16.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018.	On track
1.17 Support traditional agricultural production and rural activities. (9.2/6.6)	Economic Development and Marketing	1.17.1 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.	1.17.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018.	On track
1.18 Support emerging and niche agricultural enterprises in rural areas. (9.2/6.7)	Economic Development and Marketing	1.18.1 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.	1.18.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track
1.19 Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	Economic Development and Marketing	1.19.1 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.	1.19.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016–2018 and the Destination Marketing, Management and Events Plan 2015–2018.	On track
1.20 Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9)	Planning and Development	1.20.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	1.20.1.1 Deliver through Development Assessment.	On track
			1.20.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track



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.

STRATEGY 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
2.1 Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes (9.3/1.1)	Planning and Development	2.1.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	2.1.1.1 Deliver through Development Assessment.	On track
			2.1.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
2.2 Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Planning and Development	2.2.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	2.2.1.1 Deliver through Development Assessment.	On track
			2.2.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
	Arts, Social Development and Community Engagement	2.2.2 Social housing strategy that aligns to projected community needs.	2.2.2.1 Develop Social Housing Policy.	Yet to commence
			2.2.2.2 Commence development of a Social Housing Strategy.	Yet to commence
			2.2.2.3 Commence Stakeholder Engagement Strategy to facilitate the delivery of improved social housing outcomes.	On track
			2.2.2.4 Identify pathway for the development of an affordable housing policy and strategy.	Yet to commence
2.3 Encourage higher density development around major centres and transport nodes and corridors including sensitive infill development that conserves and responds appropriately to places of heritage character significance. (9.3/1.3)	Planning and Development	2.3.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	2.3.1.1 Deliver through Development Assessment.	On track
			2.3.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
2.4 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)	Arts, Social Development and Community Engagement	2.4.1 Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.	2.4.1.1 Provide accessible and flexible public spaces in Ipswich Libraries.	Complete
			2.4.1.2 Commence development of a Social Infrastructure Strategy (including investment prioritisation framework).	Yet to commence
			2.4.1.3 Develop consistent Operating Model for Council Owned Community Centres.	Complete
			2.4.1.4 Create register of non-Council owned community infrastructure in Ipswich. Develop business process to maintain integrity of data.	Yet to commence
			2.4.1.5 Develop strategy to facilitate increased community access to non-Council owned infrastructure.	Yet to commence
			2.4.1.6 Partner to provide social services outreach (e.g. in community centres, schools etc.).	On track

STRATEGY 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development (continued)

Key Actions	Responsibility	Key Outcome	Deliverables	Status
2.5 Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5)	Economic Development and Marketing	2.5.1 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.	2.5.1.1 Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.	On track
2.6 Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7)	Executive Secretariat	2.6.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	2.6.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete

STRATEGY 2: Provide adequate land and infrastructure to support community development and economic activity

Key Actions	Responsibility	Key Outcome	Deliverables	Status
2.7 Planning scheme provisions to provide an adequate supply of serviced land to accommodate demand for business and employment growth and to meet community housing needs. (9.3/2.1)	Planning and Development	2.7.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	2.7.1.1 Deliver through Development Assessment.	On track
			2.7.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
2.8 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)	Planning and Development	2.8.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	2.8.1.1 Deliver through Development Assessment.	On track
			2.8.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track

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

Key Actions	Responsibility	Key Outcome	Deliverables	Status
2.9 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)	Infrastructure Services	2.9.1 Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.	2.9.1.1 Transport Infrastructure Projects. Forward Design. Construction.	In progress
			2.9.1.2 Business Case: Norman Street Bridge.	In progress
			2.9.1.3 iGo Action Plans and Strategies Development.	In progress
			2.9.1.4 10 year Infrastructure Investment Plan review.	In progress
			2.9.1.5 Planning Studies and Data Analysis.	In progress



STRATEGY 4: The city's heritage is conserved

Key Actions	Responsibility	Key Outcome	Deliverables	Status
2.10 Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1)	Planning and Development	2.10.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes	2.10.1.1 Deliver through Development Assessment.	On track
			2.10.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
	Arts, Social Development and Community Engagement	2.10.2 Preservation and accessibility of digital heritage resources.	2.10.2.1 Ensure accessibility and ease of access to the Library Services' Picture Ipswich Collection.	Complete
			2.10.2.2 Curate and promote heritage resources through Library Services.	On track
	Arts, Social Development and Community Engagement	2.10.3 Preservation and accessibility of primary cultural heritage material.	2.10.3.1 Ipswich Library Services continues to cultivate internal and external networks to gain access to private heritage collections for preservation purposes.	On track
			2.10.3.2 Continue to preserve and exhibit significant items of cultural heritage relating to Ipswich in the Ipswich Art Gallery.	On track
2.11 Council continues to provide a heritage awareness, education and promotions program, including a free heritage adviser service for owners of listed historic properties. (9.3/4.2)	Planning and Development	2.11.1 These initiatives continue to be delivered through the Ipswich Heritage Program.	2.11.1.1 Continue to provide free Heritage Advisor Service.	On track

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

Key Actions	Responsibility	Key Outcome	Deliverables	Status
2.12 Provide access to major waterways through waterside parks and linear open space. (9.3/5.2)	Works, Parks and Recreation	2.12.1 Ongoing planning and delivery of shared pedestrian / cycle pathways through Ipswich's vast linear open space corridors.	2.12.1.1 Incorporate recommendations from Water-Based Recreation facilities Plan into development of Council's future capital works program.	Complete
	Works, Parks and Recreation	2.12.2 Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.	2.12.2.1 Continue partnering with development industry to ensure quality open space outcomes.	Complete



THEME 3

CARING FOR OUR COMMUNITY

GOAL 3

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

STRATEGY 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.1 Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Economic Development and Marketing	3.1.1 Active citizen and stakeholder engagement informing strategic marketing and communications.	3.1.1.1 Implement and continually evolve a City of Ipswich perception and positioning framework.	On track
	Arts, Social Development and Community Engagement	3.1.2 Celebration of the contribution of diverse communities.	3.1.2.1 Partner with C&K to deliver the Celebrate Series (Library Services).	On track
			3.1.2.2 Host the Cultural Train (touring musical tour group) performance in partnership with BEMAC.	On track
			3.1.2.3 Develop and deliver an annual events calendar that includes diverse range of activities.	On track
3.2 Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	Economic Development and Marketing	3.2.1 Active citizen and stakeholder engagement informing strategic marketing and communications.	3.2.1.1 Implement and continually evolve a City of Ipswich perception and positioning framework.	On track
3.3 Implement a regular program of community opinion surveys to track changes in the values that impact Council's policy development and service delivery. (9.4/1.4)	Arts, Social Development and Community Engagement	3.3.1 Decision making informed by community needs.	3.3.1.1 Develop Community Research Strategy (that facilitates regular measurement of community values).	On track
			3.3.1.2 Conduct community survey that provides a baseline assessment of community values (to inform policy and service delivery decision making).	Yet to commence
			3.3.1.3 Commence implementation of knowledge management methodologies to facilitate sharing of research outcomes across Council.	Yet to commence
			3.3.1.4 Commence development of social policy framework that reflects community values.	Yet to commence
Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.4 Develop greater understanding of community needs through community engagement, research and analysis to inform program, service and facility planning and delivery. (9.4/2.1)	Arts, Social Development and Community Engagement	3.4.1 Greater connectedness between data/information and decision making.	3.4.1.1 Conduct annual Library customer satisfaction survey.	On track
			3.4.1.2 Develop Community Engagement Strategy that identifies approach to community research (that identifies the current and future needs of the City's diverse and rapidly growing community).	Complete
			3.4.1.3 Commence implementation of knowledge management methodologies to facilitate sharing of research outcomes across Council.	Yet to commence
			3.4.1.4 Use of library systems metrics, social media input and customer surveys to inform planning and delivery of library services and outreach programs.	On track

Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource (continued)

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.5 Develop a comprehensive set of indicators to inform the community on the direction of socioeconomic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	Arts, Social Development and Community Engagement	3.5.1 Community informed and engaged through planned communication.	3.5.1.1 Develop Community Engagement Strategy / Communication Plan that includes a transparent approach to reporting direction and progress of social change.	Complete
			3.5.1.2 Deliver a series of community information sessions to communicate: results and other information relating to 2016 Census and planned Council response to emerging social issues.	Complete
3.6 Develop a research policy to maximise the benefits of collaboration with education and research institutes. (9.4/2.3)	Arts, Social Development and Community Engagement	3.6.1 Realised benefits to the community as a direct result of research partnerships.	3.6.1.1 Implement consistent use of Council's Research Assessment Tool which assesses the design and objectives of incoming research proposals.	On track
			3.6.1.2 Develop a Social Research Partnerships Policy and/or Strategy.	Yet to commence
			3.6.1.3 Pro-actively investigate opportunities for social research investment or partnerships.	Yet to commence
3.7 Establish collaborative agreements for the co-operative development and sharing of socioeconomic data across the region. (9.4/2.4)	Arts, Social Development and Community Engagement	3.7.1 Ability to benchmark performance across a range of metrics.	3.7.1.1 Develop data sharing protocols to inform formal Agreements on how shared data can be used.	On track
			3.7.1.2 Establish partnerships with government agencies (e.g. QPS, Queensland Health) to share and/or build a variety of social datasets.	On track
3.8 Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)	Economic Development and Marketing	3.8.1 Prioritisation and broad integration of the Ipswich Smart City Program.	3.8.1.1 Implement and continually evolve the Ipswich Smart City Program.	Complete
	Arts, Social Development and Community Engagement	3.8.2 Increased digital engagement of communities.	3.8.2.1 Strategic use of library systems and digital marketing channels to promote engagement and use of resources, events and programs.	On track
			3.8.2.2 Determine the community's reliance, confidence and preference for sourcing information via Council's on line and digital communications.	Yet to commence
			3.8.2.3 Develop a Community Engagement Strategy/ Communication Plan that includes the use of digital engagement to optimise reach.	Yet to commence
			3.8.2.4 Commence implementation of digital knowledge management and communication methodologies to promote social services and other relevant information (e.g. community events) to community stakeholders.	Yet to commence

STRATEGY 3: Adopt and deliver an explicit Community Development framework tailored to the needs of the varied communities

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.9 Develop a community development plan for our communities of place and interest. (9.4/3.1)	Arts, Social Development and Community Engagement	3.9.1 Increased capability of, and participation by, communities.	3.9.1.1 Develop Community Development Plan that identifies; local communities of place, issues & challenges and development strategies for implementation.	Complete
3.10 Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Arts, Social Development and Community Engagement	3.10.1 Increased resilience through strength of community leadership.	3.10.1.1 Identify community needs with regards to capacity building.	Yet to commence
			3.10.1.2 Develop a Community Capacity Strategy that; identifies the needs of a diverse community, documents a stakeholder engagement strategy for the purposes of advocacy and identifies capacity building initiatives that bridge the gap between needs and services currently available.	Yet to commence
			3.10.1.3 Advocate with external agencies and service providers for the development of a suite of capacity building initiatives that meet diverse community needs.	On track
			3.10.1.4 Develop and implement capacity building program of work.	On track
3.11 Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	Works, Parks and Recreation	3.11.1 Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library.	3.11.1 The Redbank Plains South Local Community Centre and Springfield Central Hub Library to be delivered in 2017-2018	In progress
	Arts, Social Development and Community Engagement	3.11.2 Plans for, and design of, community facilities are informed by community needs.	3.11.2.1 Update service mapping data to get a current overview or clustering of services by geographic location.	On track
			3.11.2.2 Develop functional purpose information for new community facilities that ensures that design meets social needs.	On track
3.12 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)	Arts, Social Development and Community Engagement	3.12.1 Closer alignment to child friendly city principles.	3.12.1.1 Develop indicators and/ or framework for a child friendly community.	Yet to commence
			3.12.1.2 Develop policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city.	Yet to commence
			3.12.1.3 Align the State of the Children's Report to child friendly principles.	Yet to commence
3.13 Build productive relationships with the city's schools to maximise their positive impact on the community. (9.4/3.5)	Arts, Social Development and Community Engagement	3.13.1 Greater engagement with targeted communities.	3.13.1.1 Develop and maintain strong relationships between Library Services and education providers through targeted programs, events and outreach visits.	Complete
	Arts, Social Development and Community Engagement	3.13.2 Increased community use of schools.	3.13.2.1 Develop collaborative engagement network with school representatives.	On track
			3.13.2.2 Partner with schools to develop and deliver targeted programs such as Protégé Master Classes, School Holiday Programs, Baby Rhyme Time, SEED, immunisation etc.	On track
	Arts, Social Development and Community Engagement	3.13.3 Increased community access to learning.	3.13.3.1 Provide reference assistance, support and resources as identified through Library Services.	On track
			3.13.3.2 Provide professional development for coding and robotics.	On track
			3.13.3.3 Maintain formal partnership agreement with Ipswich District Teacher Librarian Network.	On track

STRATEGY 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.14 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)	Arts, Social Development and Community Engagement	3.14.1 Coordinated social service delivery informed by social data.	3.14.1.1 Establish strategic engagement networks with Government and Non-Government Agencies to; share social data and ensure appropriate decision making in the delivery of services.	On track
3.15 Support local community service agencies to improve their effectiveness through local interagency collaborations and partnerships. (9.4/4.2)	Arts, Social Development and Community Engagement	3.15.1 Optimised social service delivery.	3.15.1.1 Establish strategic engagement networks with Government and Non-Government Agencies to; share social data and ensure appropriate decision making in the delivery of services.	On track

STRATEGY 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.16 Implement a Community Events program across the city that includes community and family activities. (9.4/5.1)	Arts, Social Development and Community Engagement	3.16.1 Greater family participation in public programs.	3.16.1.1 Develop and deliver an annual events program that promotes and encourages family participation.	On track
			3.16.1.2 Develop and implement a communication strategy to maximise access to and knowledge of the calendar of events.	On track
3.17 Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	Arts, Social Development and Community Engagement	3.17.1 Increased engagement of community members in their own health outcomes.	3.17.1.1 Promote Words for Wellness initiative and resources.	On track
			3.17.1.2 Maintain and develop Words for Wellness MOU with associated Partners.	On track
			3.17.1.3 Develop and deliver a program of health awareness and education programs relevant to the high risk health needs of Ipswich residents.	On track
3.18 Utilise Planning Scheme provisions to encourage active recreation, the use of active transport and the development of walkable, mixed use neighbourhoods. (9.4/5.3)	Planning and Development	3.18.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	3.18.1.1 Deliver through Development Assessment.	On track
			3.18.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track
3.19 Acknowledge, promote and support the success and participation of Ipswich residents and teams in local, regional, national and international sporting events. (9.4/5.4)	Works, Parks and Recreation	3.19.1 Continue to support and provide Council's sporting Event Sponsorship Program.	3.19.1.1 Sport and Recreation Officers' continued promotion of the program through liaison with local clubs to host local, district, regional, state, national and international sporting events within the boundaries of the city.	Complete
			3.19.1.2 Sport and Recreation Officers' continued promotion of the program through partnerships with local, state and national sporting organisations.	Complete
			3.19.1.3 Continued efforts to develop local club development plans to proactively seek infrastructure funding opportunities to meet event hosting facility requirements.	Complete

STRATEGY 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being (continued)

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.20 Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate Ipswich's cultural heritage and foster cultural development. (9.4/*)	Arts, Social Development and Community Engagement	3.20.1 Broad community participation in the arts.	3.20.1.1 Develop Ipswich's Arts and Cultural Strategy and governance framework for public art.	Complete
			3.20.1.2 Deliver a broad range of cultural programs as part of the Library Services programming.	On track
	Arts, Social Development and Community Engagement	3.20.2 Increased cultural tourism.	3.20.2.1 Facilitate delivery of Ipswich Poetry Feast.	On track
			3.20.2.2 Support the Story Arts Festival.	Complete
			3.20.2.3 Develop and deliver a diverse range of high quality exhibitions and activities at the Ipswich Art Gallery.	On track
		3.20.2.4 Build capacity and capability of local artists.	On track	
		3.20.2.5 Actively support, develop and engage with the local performing arts community ensuring a balanced program is delivered celebrating and enriching the cultural diversity of the City.	On track	

STRATEGY 6: Build on the success of Council's community safety programs to address new and emerging issues

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.21 Develop a set of community safety indicators to track our progress on meeting community expectations. (9.4/6.1)	Arts, Social Development and Community Engagement	3.21.1 Community safety expectations are formed on the basis of an agreed set of performance indicators.	3.21.1.1 Develop a suite of Community Safety Performance Indicators.	Yet to commence
	Arts, Social Development and Community Engagement	3.21.2 Work program aligned to deliver improvement measured by agreed key performance indicators.	3.21.2.1 Programs relating to addressing community safety and perception of personal safety measured by performance indicators.	Yet to commence
3.24 Delivery of the Safe City program aligned to crime prevention and community safety plans. (9.4/6.4)	Executive Secretariat	3.24.1 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.	3.24.1.1 Safe City program is listed as a stakeholder in various Council strategies and programs (e.g. Crime Prevention Plan; Smart City Strategy Project Plans).	Complete
3.25 Facilitate programs, education and awareness on reducing public health risks in the community. (9.4/6.6)	Executive Secretariat	3.25.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	3.25.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete

STRATEGY 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes

Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.26 Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city. (9.4/7.1)	Arts, Social Development and Community Engagement	3.26.1 Approved strategy becomes the baseline for consistent and goal oriented decision making.	3.26.1.1 Development of an evidence-based Needs Analysis and Business Plan to support future funding opportunities.	Complete
			3.26.1.2 Develop concept design for new facility.	On track
3.27 Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.1)	Arts, Social Development and Community Engagement	3.27.1 Obtain 'in-principle' State and Federal Government support.	3.27.1.1 Updating of the State Government "Maturing the Infrastructure Pipeline Project" completed through submission of above Needs Analysis and Business Case.	On track
3.29 Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)	Arts, Social Development and Community Engagement	3.29.1 That the Library's digital strategy aligns to community expectation and Council's digital aspiration.	3.29.1.1 Develop Library Strategy 2017-2022.	On track
			3.29.1.2 Deliver key requirements to achieve eSmart Library Service status.	On track
			3.29.1.3 Deliver Virtual Library Branch.	On track
			3.29.1.4 Deliver high performing eResource collections.	On track
			3.29.1.5 Provide digital literacy programming across all age ranges.	On track



STRATEGY 8: Develop greater community resilience and readiness				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
3.30 Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1)	Works, Parks and Recreation	3.30.1 An approved and endorsed Local Disaster Management Plan is in place with an annual review process.	3.30.1.1 Submit to Council and LDMG for endorsed.	Complete
			3.30.1.2 Conduct a gap analysis of released state planning instruments.	Complete
			3.30.1.3 Develop draft LDMP.	Complete
			3.30.1.4 Undertake stakeholder consultation on draft plan.	Complete
			3.30.1.5 Undertake stakeholder consultation.	Complete
3.31 Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)	Works, Parks and Recreation	3.31.1 Emergency Management Strategy to be developed to provide a framework for public information.	3.31.1.1 Identify strategies for progression of emergency management framework.	Complete
			3.31.1.2 Develop draft strategy.	Yet to commence
			3.31.1.3 Undertake stakeholder consultation on draft plan.	Yet to commence
			3.31.1.4 Submit to Council.	Yet to commence
3.32 Facilitate capacity building and leadership to enhance resilience in the community. (9.4/8.3)	Works, Parks and Recreation	3.32.1 Development of a communication strategy as part of the overall Emergency Management Strategy.	3.32.1.1 Identify strategies for progression of emergency management framework, this must include a communications element.	Complete
			3.32.1.2 Develop draft strategy.	Yet to commence
			3.32.1.3 Undertake stakeholder consultation on draft plan.	Yet to commence
			3.32.1.4 Submit to Council.	Yet to commence
3.33 Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)	Planning and Development	3.33.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	3.33.1.1 Deliver through Development Assessment.	On track
			3.33.1.2 Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	On track





THEME 4 CARING FOR OUR ENVIRONMENT

GOAL 4

Important areas of native habitat 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.

STRATEGY 1: 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 Actions	Responsibility	Key Outcome	Deliverables	Status
4.1 Review the Conservation Partnerships Program and implement changes. (9.5/2.1)	Works, Parks and Recreation	4.1.1 Highly effective partnership program with financial and technical incentives to support conservation and waterway health improvement on private land.	4.1.1.1 Develop and implement a Koala Conservation Agreement.	Complete
			4.1.1.2 Remove the free nest boxes from Habitat Gardens.	Complete
4.2 Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	Works, Parks and Recreation	4.2.1 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.	4.2.1.1 Delivery of offsets with Cherish the Environment Foundation.	Complete
			4.2.1.2 Koala and Brush-Tailed Rock Wallaby Habitat restoration projects undertaken.	In progress
	Works, Parks and Recreation	4.2.2 Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca Irbyana, Cooneana Olive).	4.2.2.1 Protected and significant plant program to be developed.	In progress
STRATEGY 2: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
4.3 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)	Works, Parks and Recreation	4.3.1 Improved waterway and wetland health.	4.3.1.1 Deliver Habitat Connections program in alignment with Beautiful Ipswich.	Complete
			4.3.2.1 Deliver Habitat Connections program in alignment with Beautiful Ipswich.	Complete
	Works, Parks and Recreation	4.3.2 Improve aquatic habitat diversity.	4.3.2.1 Deliver Habitat Connections program in alignment with Beautiful Ipswich.	Complete
			4.3.3 Improved riparian condition and extent.	4.3.3.1 Deliver Habitat Connections program in alignment with Beautiful Ipswich.
Works, Parks and Recreation	4.3.4 Implement the Waterway Partnership program working with private landholders to restore riparian corridors and reduce erosion risks.	4.3.4.1 Deliver Habitat Connections program in alignment with Beautiful Ipswich.	Complete	
4.4 Implement appropriate pollutant control mechanisms, particularly for sediment and erosion during the construction phase of development. (9.5/3.2)	Executive Secretariat	4.4.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	4.4.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete
4.6 Ensure effective catchment and floodplain management. (9.5/3.4)	Works, Parks and Recreation	4.6.1 Review and implementation of the Waterway Health Strategy.	4.6.1.1 Develop a revised Waterway Health Strategy.	Complete
			Works, Parks and Recreation	4.6.3 Maintain up-to-date flood studies.
	Works, Parks and Recreation	4.6.4 Delivery of the Habitat Connections Program.		
			Works, Parks and Recreation	4.6.5 Delivery of Catchment Corridor Plans.

STRATEGY 3: Enhance urban greening

Key Actions	Responsibility	Key Outcome	Deliverables	Status
4.7 Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Works, Parks and Recreation	4.7.1 Planning, design and implementation of stage 1 "My Suburb, My City" Beautification program for Collingwood Park and Riverview.	4.7.1.1 Street trees planted along key major thoroughfares including Collingwood Drive, Namatjira Drive and Lawrie Drive, Collingwood Park and Old Ipswich Road, Riverview. A further nominated suburb list for roll-out in 18/19 of further street tree planting on major thoroughfares to be finalised following discussions with relevant divisional Councillors.	Complete
	Works, Parks and Recreation	4.7.2 Conduct Street Tree Asset capture and Assessment.	4.7.2.1 Identified Resource requirement and currently undertaking asset capture (Several suburbs completed) .	Complete
	Works, Parks and Recreation	4.7.3 Complete footpath garden Asset capture and mapping.	4.7.3.1 Identified Resource requirement and currently undertaking asset capture (Several suburbs completed).	Complete
	Works, Parks and Recreation	4.7.4 Complete condition assessment of existing gardens to identify a possible refurbishment program.	4.7.4.1 Incorporate with Beautiful Ipswich program. (Stage one currently reviewing).	Complete
	Works, Parks and Recreation	4.7.5 Strategic plan identifying possible Street Tree planting opportunities (where are their gaps) and develop a Street Tree planting program.	4.7.5.1 Incorporate with Beautiful Ipswich program. (Stage one currently reviewing).	Complete
	Works, Parks and Recreation	4.7.6 Strategic plan identifying possible Footpath garden capital opportunities (New) and develop a Footpath garden capital program.	4.7.6.1 Incorporate with Beautiful Ipswich program. (Stage one currently reviewing).	Complete
	Works, Parks and Recreation	4.7.7 Review current maintenance program, including Street Trees and Footpath gardens.	4.7.7.1 Draft a resource plan for the 2017-2018 Maintenance Program.	Yet to commence

STRATEGY 4: Use resources efficiently and sustainably

Key Actions	Responsibility	Key Outcome	Deliverables	Status
4.8 Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.5/5.1)	Works, Parks and Recreation	4.8.1 Maximise diversion of waste from landfilling through the kerbside recycling & green waste services and public transfer stations.	4.8.1.1 Promote the waste diversion services provided by Council to the local community.	Complete
			4.8.1.2 Investigate how Council will implement the Container Refund Scheme to provide the greatest benefits for Ipswich residents.	Complete
			4.8.1.3 Participate in the Council of Mayors working groups on diversion of specific waste materials from landfilling.	Complete
			4.8.1.4 Support businesses that manufacture products using recycled content.	Complete
			4.8.1.5 Investigate measures to divert priority waste materials from landfilling such as glass, concrete and tyres.	Complete
	Works, Parks and Recreation	4.8.2 Develop and implement the Resource Optimisation Plan.	4.8.2.1 Approve and implement the Materials Recovery Plan.	In progress
4.9 Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Works, Parks and Recreation	4.9.1 Review and implement the Integrated Water Strategy.	4.9.1.1 Develop business cases for further conversion to river supply for irrigation purposes at Council sporting fields where feasible and cost effective.	Yet to commence
	Works, Parks and Recreation	4.9.2 Identify and deliver water saving projects, including the use of technology for minimising water use in Council facilities and sports fields.	4.9.2.1 Finalise conversion of irrigation supply from town to river supply at the Tivoli Sporting Complex.	Complete
	Works, Parks and Recreation	4.9.4 Delivery of stormwater improvement projects, including stormwater harvesting; stormwater offsets, rain gardens.	4.9.4.1 Finalise the implementation of the Redbank Plains Recreation Reserve storm water harvesting project.	Complete

STRATEGY 5: Improve environmental awareness, education and compliance

Key Actions	Responsibility	Key Outcome	Deliverables	Status
4.10 Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)	Executive Secretariat	4.10.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	4.10.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete





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.

STRATEGY 1: The Mayor and Councillors represent the Ipswich community and provide comprehensive strong and visionary leadership				
Key Actions	Responsibility	Key Outcome	Deliverables	Status
5.1 The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/11)	Finance and Corporate Services	5.1.1 Maintain the accessibility of mayor and elected members in public and media platforms.	5.1.1.1 Conduct media enquiries and requests for Councillors in accordance with policy and guidelines.	On track
			5.1.1.2 Conduct advertising and promotional activities in accordance with policy and guidelines.	On track
			5.1.1.3 Provide electorate offices with up-to-date and current information about Council activities and initiatives.	On track
			5.1.1.4 Development and Implementation of Line of Sight Program.	In progress
	Finance and Corporate Services	5.1.2 Mayor's office and electorate offices have capacity, resources and visibility within the community.	5.1.2.1 Support electorate offices with appropriate resources and capacity to deliver high standards of service.	On track
			5.1.2.2 Electorate officers are provided with training and development opportunities.	On track
			5.1.2.3 Ensure electorate offices are visible and accessible to the community.	Complete
5.2 The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)	Finance and Corporate Services	5.2.1 Elected members undertake roles and responsibilities to a high standard.	5.2.1.1 Provide advocacy role on behalf of community or individuals where required.	Complete
			5.2.1.2 Respond effectively to issues impacting on the City and community.	Complete
			5.2.1.3 Ensure effective and responsible policy and decision making.	On track
			5.2.1.4 Maintain a high standard of ethical conduct and transparent decision making.	Complete
	Finance and Corporate Services	5.2.2 Monitor and review Council's performance, strategic and operational reporting.	5.2.2.1 Reporting and monitoring is reviewed for effectiveness and performance outcomes.	On track
			5.2.2.2 Ensure reporting to Council is timely and accurate.	On track
			5.2.2.3 Exception reporting is provided to Council where required.	On track

STRATEGY 1: The Mayor and Councillors represent the Ipswich community and provide comprehensive strong and visionary leadership
(continued)

Key Actions	Responsibility	Key Outcome	Deliverables	Status
5.5 Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)	Finance and Corporate Services	5.5.1 Meet or exceed corporate targets for customer service standards.	5.5.1.1 Achieve first-point-of-contact resolution when answering customer enquiries.	On track
			5.5.1.2 Answer incoming customer calls directly in a timely manner.	On track
			5.5.1.3 Ensure rate arrears are kept low.	Target not met
			5.5.1.4 Complete customer service requests in a timely manner.	On track
			5.5.1.5 Register and task all types of incoming Council communication in a timely manner.	On track
			5.5.1.6 Development and Implementation of Line of Sight Program.	In progress
5.6 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)	Finance and Corporate Services	5.6.1 Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.	5.6.1.1 Deliver training and development aligned to performance appraisal development plans.	In progress
			5.6.1.2 Corporate training and development opportunities are available for all employees.	Yet to commence
			5.6.1.3 Councillors are provided with appropriate training opportunities.	Complete
5.7 Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)	Finance and Corporate Services	5.7.1 Maintain an open and transparent approach to information.	5.7.1.1 Provide policies and procedures that are up-to-date.	On track
			5.7.1.2 Maintain privacy principles and provide access to information where required.	On track
			5.7.1.3 Effectively manage and resolve administrative action complaints.	On track
			5.7.1.4 Review and maintain a strategic approach to information and retention.	In progress
			5.7.1.5 Development and Implementation of Line of Sight Program.	In progress
	Finance and Corporate Services	5.7.2 Review and maintain Council's enterprise risk management framework.	5.7.2.1 Update the Enterprise Risk Management Framework.	On track
			5.7.2.2 Report to Executive Management on corporate exposures.	In progress
			5.7.2.3 Regular monitoring of risks and opportunities.	In progress
			5.7.2.4 Monitor insurance exposures and risks to control premiums.	On track
5.8 Aim to operate Council's finances with a modest surplus. (9.6/4.1)	Finance and Corporate Services	5.8.1 Ensure sound budgeting principles consistent with long-term financial targets.	5.8.1.1 Regularly update and review Council's long term financial plan (LTFP).	Complete
			5.8.1.2 Review input assumptions and financial sustainability targets as part of preparation of the LTFP.	Complete
			5.8.1.3 Prepare Council's annual budget in line with financial targets set out in the LTFP.	Complete
			5.8.1.4 Monitor and report Council's performance compared to budget.	Complete
5.9 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)	Finance and Corporate Services	5.9.1 Effectively manage revenue sources relative to debt and service levels.	5.9.1.1 Manage Council's debt in accordance with Council's debt policy.	In progress
			5.9.1.2 Forecast Council's debt position as part of Council's long term financial planning and budget process.	Complete
			5.9.1.3 Monitor and review Council's financial performance ratios and targets.	Complete

STRATEGY 2: Provide comprehensive and meaningful community engagement to inform Council decision making

Key Actions	Responsibility	Key Outcome	Deliverables	Status
5.3 Council decisions are better informed through meaningful engagement with the community. (9.6/2.1)	Arts, Social Development and Community Engagement	5.3.1 Data and information provided to Council reflects community needs.	5.3.1.1 Develop Community Research Strategy.	On track
			5.3.1.2 Conduct community survey that provides a baseline assessment of community values, needs and feedback (to inform decision making).	Yet to commence
			5.3.1.3 Commence implementation of knowledge management methodologies to facilitate sharing of research outcomes across Council.	Yet to commence
			5.3.1.4 Link the statistical data with community engagement findings in order to strengthen the design and delivery of good community engagement projects.	On track
5.4 Community engagement is tailored to the needs of the community and the project. (9.6/2.2)	Arts, Social Development and Community Engagement	5.4.1 Efficient and outcome-focused community engagement.	5.4.1.1 Develop project specific Community Engagement Plans, as appropriate, that customises engagement strategy to target community.	On track

STRATEGY 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.

Key Actions	Responsibility	Key Outcome	Deliverables	Status
5.10 The community is provided with information, education and tools to minimise and, if necessary, resolve neighbourhood disputes and to be aware of their obligations under laws and regulations. (9.6/5.1)	Executive Secretariat	5.10.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	5.10.1.1 Actions are listed in the Health and Amenity Plan under Customer Centric priorities and include outputs and outcomes that will be achieved within the financial year.	Complete
5.11 Council undertakes inspections and appropriate compliance action in respect to nuisance activities. (9.6/5.2)	Executive Secretariat	5.11.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	5.11.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete

STRATEGY 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.

Key Actions	Responsibility	Key Outcome	Deliverables	Status
5.12 The community is provided with information and access on how to apply for and comply with licences and permit conditions, and obligations under local laws and legislation. (9.6/6.1)	Executive Secretariat	5.12.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	5.12.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete
5.13 Council will undertake programmed inspections and patrols and will respond to requests made by the community to ensure quality of life is being maintained across the city. (9.6/6.2)	Executive Secretariat	5.13.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	5.13.1.1 Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.	Complete
5.14 Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3)	Executive Secretariat	5.14.1 The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.	5.14.1.1 A policy will be developed to provide a framework for how and when local laws will be reviewed to ensure they contain no redundant provisions and are contemporary regulatory tools.	Complete

COMMERCIAL ENTITIES



BENEFICIAL ENTERPRISES

In accordance with section 41 of the *Local Government Act 2009*, the following beneficial enterprises were conducted by Council during the 2017–2018 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.

- Ipswich City Properties Pty Ltd
- Ipswich City Developments Pty Ltd
- Ipswich City Enterprises Pty Ltd
- Ipswich City Enterprises Investments Pty Ltd
- Ipswich Motorsport Park Pty Ltd
- Cherish the Environment Foundation Limited.

IPSWICH CITY PROPERTIES PTY LTD

A wholly owned subsidiary of Council, Ipswich City Properties Pty Ltd was established to provide a business vehicle to support the commercial activities of Council in generating revenue additional to traditional fees and charges including rates revenue. Its specific objective is to undertake all activities required to carry out and complete the acquisition, redevelopment, management and sale of Ipswich City Square and thereby to stimulate the revitalisation of the Ipswich Central Business District (CBD) under the Ipswich Central Redevelopment Project. The project is also designed to enhance Ipswich's position as the Principal Regional Activity Centre of the Western Corridor.

The Ipswich Central Redevelopment Project is a transit oriented development in the CBD incorporating planned retail, commercial and civic offices, residential, cultural and recreational outcomes, including upgrades to both Nicholas Street and Union Place. The project has an estimated development timeline of approximately ten years. The key focus is on 24/7 vitality and inner city living with the creation of a vibrant urban centre and a street based retail precinct centred around a new purpose built Council administration building and a state of the art city library. The retail component is intended to be strongly focused on food, beverage and entertainment, all of which will be designed as much as possible to provide a distinct point of difference to that offered by Riverlink shopping centre located across the Bremer River. There is also scope to potentially accommodate a new performing arts centre as well as the provision of public art and a high quality public realm with improved visual and physical connections between the CBD and the Bremer River.

Significant activities conducted by the company in the 2017–2018 financial year included:

- In February 2018, a Development Agreement between the company and epc.Pacific Pty Ltd to undertake the next stages of the Ipswich Central Redevelopment Project along with an Agreement for Lease (AFL) with Council were terminated following consensus by Council. Reports by McGrath Nicol and the Queensland Treasury Corporation recommended the redevelopment be undertaken internally (by Council)
- Planning and design (based on the extensive community feedback received) is proceeding on both the new civic and community precinct and the administration building
- Completion of the subdivision of the site for the future administration building
- Sale of land for all subsequent development stages is to be finalised in the 2018–2019 financial year after the final subdivision of the civic area is completed to ensure the required commercial and civic development outcomes are achieved
- Completion of the demolition to the civic area and the area for the future administration building and the deconstruction of the Commonwealth Hotel
- Development approval for the future administration building
- Development application lodged for all other areas of the CBD redevelopment
- The Ipswich City Square leasing strategy continued to focus on maximising flexibility for the future staging of the Ipswich Central Redevelopment Project by retaining as many tenants as possible on a monthly holdover basis.

IPSWICH CITY DEVELOPMENTS PTY LTD

Ipswich City Developments Pty Ltd (a wholly owned subsidiary of Council) was created to progress development related activities including the development of surplus Council land. In the 2017–2018 financial year, the company finalised its last long-term development project at Redbank Plains.

As part of Council's commitment to the winding up of its commercial entities, on 14 August 2018 the property at 101 Limestone Street Ipswich (housing the digital innovation hub Fire Station 101) was transferred to Council. Following a member's resolution on 30 August 2018, the company entered into a Members Voluntary Liquidation process which will result in the company's deregistration in the 2018–2019 financial year.

IPSWICH CITY ENTERPRISES PTY LTD

Wholly owned by Council, Ipswich City Enterprises Pty Ltd (ICE Pty Ltd) was established as a beneficial enterprise to engage in activities that benefit Council.

The company provided funds and managed the Ipswich innovation hub (Fire Station 101) supporting the start-up, developer, tech, designer, maker, marketer, inventor and investor community.

The company has a subsidiary, Ipswich City Enterprises Investments Pty Ltd (ICE Investments Pty Ltd), which had an ongoing 50% interest in the Services Queensland Partnership. ICE Investments Pty Ltd paid dividends to ICE Pty Ltd during the year and the balance of the retained earnings in the subsidiary will be available for distribution as future dividends. ICE Investments Pty Ltd's interest in the Services Queensland Partnership ceased on 6 November 2017.

IPSWICH CITY ENTERPRISES INVESTMENTS PTY LTD

ICE Investments Pty Ltd (wholly owned by ICE Pty Ltd) provided sound governance of the Services Queensland Partnership as a commercial enterprise. The Services Queensland Partnership was conducted within the constraints of the budgeted costs estimated at the time the partnership agreement was established in November 2007 and in compliance with the partnership agreements. It achieved its financial and services objectives in 2017–2018.

During the financial year, ICE Investments Pty Ltd distributed dividends to ICE Pty Ltd. The company's interest in the Services Queensland Partnership ceased on 6 November 2017 coinciding with the end date of contractual arrangements for the partnership to deliver a range of customer services to Council.

With the Services Queensland Partnership, ICE Investments Pty Ltd continued to participate in a business initiative, Out of Hours Call Centre Support Services, which commenced on 1 August 2013. The Out of Hours Call Centre Support Services is a 24 hour/ seven day operation providing out of business hours service delivery to a number of Queensland councils, interstate councils, State government departments and authorities plus some private sector customers. The business, based in Ipswich, has grown since inception and created 15-20 jobs for Ipswich residents. ICE Investments Pty Ltd's interest in the Out of Hours Call Centre Support Service business ceased on 6 November 2017 but the business remains based in Ipswich.



IPSWICH MOTORSPORT PARK PTY LTD

Ipswich Motorsport Park Pty Ltd (a wholly-owned Council subsidiary) was established to redevelop the motorsport precinct at Willowbank into an internationally recognised motorsport and events precinct to deliver commercial and economic benefits to the local economy. During the financial year the

company ceased its operations, with its activities integrated into the local government corporate structure. The company was formally deregistered by the Australian Securities and Investments Commission (ASIC) on 3 September 2018.

CHERISH THE ENVIRONMENT FOUNDATION LIMITED

The aim of Cherish the Environment Foundation Limited (Foundation) is to increase the area of natural bushland through environmental offsets and to increase the level of awareness and understanding in the community of Ipswich's environmental values. 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
- 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 2017-2018 the primary activities of the Foundation included establishing a koala fodder farm in Calvert and protecting 65 hectares of land with a voluntary declaration under the *Vegetation Management Act 1999*.

IPSWICH WASTE SERVICES

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 2017–2018 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 2017–2018 financial year:

	Result (\$m)	Budget variation (\$)
Revenue	35.9	295,000 <i>0.8% over budget target of \$35.6m</i>
Operating Expenditure	24.7*	360,000 <i>1.5% over budget target of \$24.4m</i>
Net profit after tax	11.2	64,000 <i>0.6% under budget target of \$11.3m</i>

*The above operating expenditure includes a provision of \$5.3m for tax equivalents (income, payroll and land tax) that was \$283,000 (5.7%) in excess of the \$5.0m budget target.

Major Highlights

Major highlights for Ipswich Waste Services in the 2017–2018 financial year included:

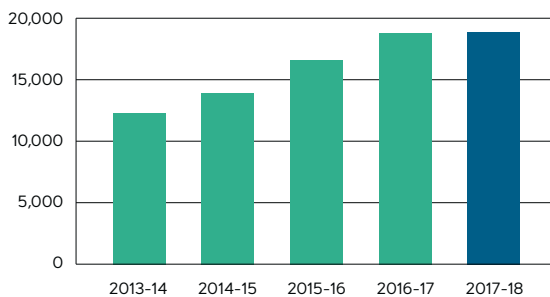
- The number of rated waste services within Ipswich grew from 74,807 (July 2017) to 78,213 (June 2018)
- The number of household green waste services grew from 14,452 (July 2017) to 16,538 (June 2018)
- 18,806 domestic service requests were actioned in the financial year
- 99.0% of all missed service requests actioned within one working day, 99.8 % of all domestic commencements achieved within five working days and 99.3% of general bin repairs provided within the target of five working days
- 123,373 customers delivered waste to the Riverview and Rosewood Recycling and Refuse Centres
- Collection of 123,890 tonnes of waste material through domestic kerbside collection services and the recycling and refuse centres – 29% of this material was diverted from landfilling for recycling or composting
- A Household Chemical and Gas Bottle Collection Day was held at the Riverview Recycling and Refuse Centre in July 2017 to provide a safe disposal option for Ipswich residents for household chemicals and gas bottles. A total of 1.1 tonnes of waste material was received on the day.

Community Service Obligations

In 2017–2018 Ipswich Waste Services provided the following Community Service Obligations totalling \$683,678 to the Ipswich community.

Ipswich Waste Services – Community service obligations			
Description	2017–2018 (\$)	2016–2017 (\$)	Comments
Waste services at Ipswich community events	39,684	45,253	Free or subsidised waste services for community events.
Schools recycling program	9,779	Not applicable	Free recycling collection services for local schools.
Transfer station waste disposal charge exemptions	7,659	6,742	Waived transfer station fees for specific organisations.
Subsidised householder waste disposal at the Riverview and Rosewood Recycling and Refuse Centres	621,429	948,153	Subsidy provided for the operation of the two recycling and refuse centres.
Free recycling services to residents requesting additional kerbside recycling services	3,468	1,885	2017–2018 – provision of 46 fortnightly services. 2016–2017 – provision of 25 fortnightly services.
Free recycling services for dialysis patients and people with disabilities requiring additional volume for kerbside waste disposal	1,659	1,960	2017–2018 – provision of 22 services. 2016–2017 – provision of 26 services.

Number of domestic service requests

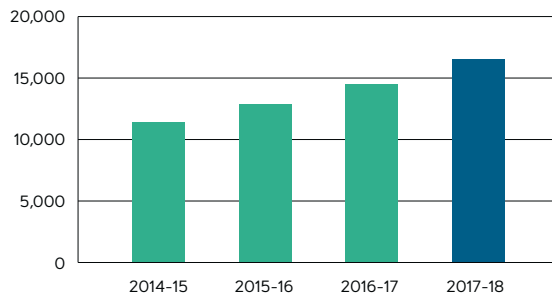


Domestic service requests 2017-2018

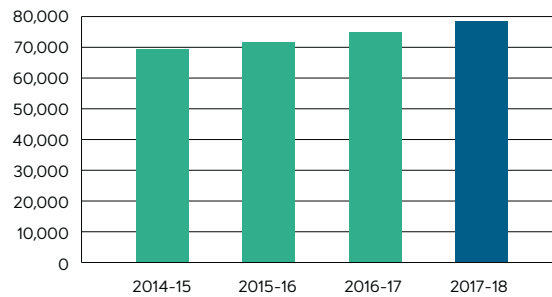


Type of service	Totals	%
Cancel service	325	2%
Collection of Dead Animal	674	4%
Commence service	6,107	32%
Extra Bin Service	830	4%
Missed service	2,773	15%
Other service requests	880	5%
Replace Bin	4,908	26%
Stolen Bin	1,023	5%
Upgrade 360L Green Waste Bin	442	2%
Upgrade 360L Recycle Bin	844	5%
Grand Total	18,806	100%

Growth in greenwaste collection service



Household growth in Ipswich

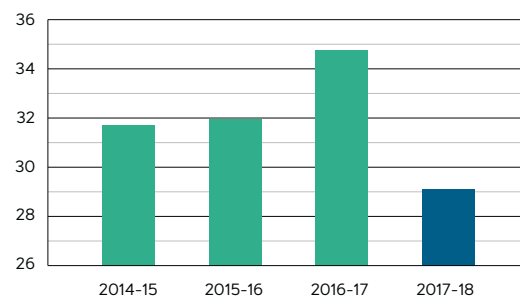


Landfill Diversion

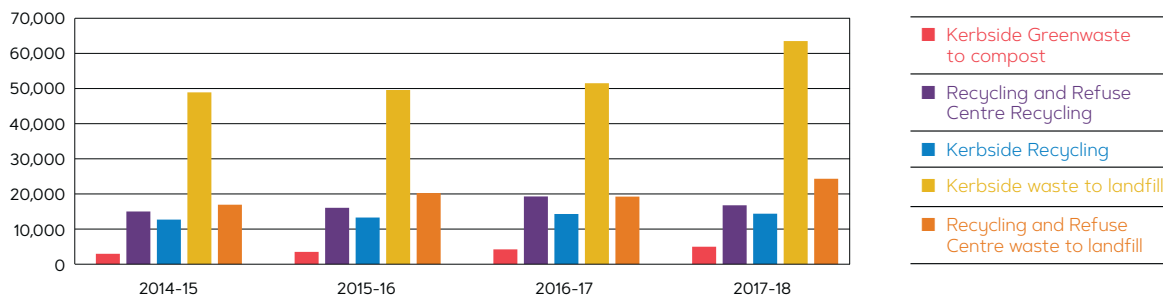
It should be noted that the recycling diversion rate was lower in the 2017-2018 financial year as a result of the following factors:

- Household growth producing more waste for landfill disposal.
- Council lost its ability to recycle concrete from the recycling and refuse centres. All concrete was sent to landfill in 2017-2018.

% Domestic service material diverted from landfill



Volume of material recycled and disposed to landfill from domestic services



Key performance indicators

Indicator	Result	Target	Target Market
Provide value to customers			
Biennial customer satisfaction survey: Customer response to survey questions indicates customer satisfaction with the service	Next survey due in 2018-2019 financial year.	>90%	n/a
Number of domestic refuse, recycling bins repaired or replaced per 1,000 bins in service	4.4	<7	✓
Number of domestic refuse and recycling bins missed services complaints per 1,000 bins in service	2.7	<3	✓
Provide value to shareholders			
Net profit margin – calculated as net (surplus) deficit after tax/earnings *100	31.2%	31.6%	Performance standard not achieved due to excess unbudgeted tax equivalent expenses.
Budget performance surplus on operations	\$11.191m	\$11.255m	Not achieved – impacted by provision for the equivalents.
Debtors days outstanding	25.3	<38	✓
Promote a climate for action in the workforce			
Absenteeism – % against available hours	5.5%	<3.5%	Performance standard not achieved: ongoing focus to work with staff to reduce absenteeism.
Loss Time Injury (LTIFR)	1.7	<9	✓
% IWS staff with annual leave balance of six weeks or less	91.4%	>95%	Performance standard not achieved: A program has been implemented to reduce leave balances.
Achieve operational excellence			
Missed services requests completed within one working day	99%	>85%	✓
Domestic refuse and recycling service commencements actioned within five working days of notification	100%	>85%	✓
Green waste commencements actioned within 10 working days of notification	100%	>85%	✓
Requests for bin replacements actioned within five working days	99%	>85%	✓
Requests for bin repairs actioned within ten working days	100%	>85%	✓
Be a good neighbour			
% waste diverted from landfilling at the recycling and refuse centres	40.4%	>40%	✓
% total recycling diverted from domestic collection and disposal services	28.9%	>25%	✓
% domestic green waste diverted from domestic refuse service	7.9%	>3%	✓
% waste diverted from landfilling by the kerbside recycling service	20.3%	>15%	✓
% waste diverted from landfilling by commercial waste services	6.8%	>18%	Performance standard not achieved: Recycling options currently limited for commercial operations. Anticipated that with the introduction of the waste levy in March 2019, more viable resource recovery options will become available to enable greater landfill diversion.

The only change made to the Ipswich Waste Services' Annual Performance Plan during the financial year was the correction of an error of intended performance targets which had been incorrectly transposed. The resulting correction had no impact on the business unit's financial position, operating margin or prospects.

The 2017–2018 Annual Performance Plan also identified that, compared to the previous financial year, operational costs at the public waste disposal

facilities were expected to decrease due to operational efficiencies. At year end, the total operational subsidy required to operate the public waste disposal facilities reduced from \$948,153 in 2016–2017 to \$621,429 in 2017–2018.

As a result of a Council decision, Ipswich Waste Services ceased operations of its resource recovery facility at Briggs Road, Flinders View on 30 June 2017.

CODE OF 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 2017–2018, Council undertook the following business activities to which it applied the Code of Competitive Conduct:

- Building Certification
- Roads and Drainage.

In 2017–2018, 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 2017–2018 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 2017–2018 financial year.



STATUTORY INFORMATION



PARTICULAR RESOLUTIONS

Section 185 of the *Local Government Regulation 2012* requires that a local government's annual report contain resolutions made during the financial year under section 250(1) of the *Local Government Regulation 2012* (relating to the adoption or amendment of an expenses

reimbursement policy) and section 206(2) of the *Local Government Regulation 2012* (relating to the valuation of non-current physical assets). In 2017–2018, no resolutions were made pursuant to either of these two sections.

ADMINISTRATIVE ACTION COMPLAINTS

Council recognises that it should be open and accountable for the decisions it makes. Council is committed to ensuring Administrative Action Complaints are dealt with in a confidential, efficient, effective, fair, transparent and economical manner.

To ensure this, Council has:

- A formal Complaints Management Policy and Procedure currently available on Council's [website](#)

- Competent governance staff trained in 'complaints and conflict management' and 'dealing with difficult people'.

Complaints are dealt with by the Corporate Services and Risk Manager and reviewed by the Chief Executive Officer, where necessary. Unresolved complaints are referred to the Queensland Ombudsman.

Pursuant to section 187 of the *Local Government Regulation 2012*, Administrative Action Complaints received during the 2017–2018 year were:

Administrative Action Complaints	Total
Administrative Action Complaints received 2017–2018	40
Resolved Administrative Action Complaints under Council's Complaints Management Process	22
Number of Unresolved Administrative Action Complaints	18
Number of Unresolved Administrative Action Complaints from 2016–2017 Financial Year	4

Complaints were resolved in accordance with the associated policy and procedure. The resolution rate indicates Council's commitment to dealing with administrative action complaints and that Council's policy and procedure worked effectively. Both policy and procedure are subject to regular review by the Corporate Services Branch to ensure legislative compliance and that Council's business processes provide for a satisfactory resolution outcome.

GRANTS TO COMMUNITY ORGANISATIONS

Section 189 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on the local government's expenditure in relation to grants to community organisations for the financial year. 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 2017–2018 financial year, the Arts, Social Development and Community Engagement Department administered community funding which included the following grants, donations and bursaries:

Grant Type	Amount (\$)
Citywide Community Donations	346,646
Divisional Community Donations	798,135
Community Development Grants	42,261
Community Development Christmas Grants	39,460
Cultural Grants	17,600
Regional Arts Development Fund (RADF) Grants	34,590
Willowbank Area Group Grants	11,789
Viva Cribb Bursary	5,000
Total	1,295,481

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 2017–2018 financial year, no such arrangements or related activities were undertaken.

CHANGES TO TENDERS

Section 190 of the *Local Government Regulation 2012* requires that a local government's annual report contain information on the number of occasions during the financial year that tenderers were invited to change their tenders. During 2017–2018 there were four instances of changes in tender specifications which occurred during the tender period as listed below.

Item	Contract number	Contract title	Details of changes
1	10792	Ipswich Cycle Park	Design drawings were changed during the tender period. Addendum issued and tender period was extended.
2	10947	Springfield Library Fit-out	Updated designs providing more detail were provided to tenderers during the tender process.
3	10645	Redbank Plains Community Centre Construction	Additional specification documents for electrical, hydraulic and mechanical services were provided to tenderers during the tender period.
4	10223	Civic Centre Air Conditioning Upgrade	Final design plans were issued to tenderers during the tender period.

REGISTERS

Section 190 of *Local Government Regulation 2012* states a local government's annual report must contain a list of registers kept by the local government. In line with the Department of Local Government, Racing and Multicultural Affairs' checklist to assist local governments meet their obligations under *Local Government Act 2009* and the *Local Government Regulation 2012*, Council maintained the following registers and records.

Registers

- Non-current physical assets
- Delegations
- Interests
 - Councillors
 - Senior executive employees
 - A person related to a councillor or senior executive employee
- Local laws
- Cost recovery fees
- Roads map and register

Records

- Administrative action complaints
- Declaration of conflict of interest
- Declaration of material personal interest
- Financial management risks and control measures
- Land
- Taking of declaration of office
- Written complaints about councillor conduct

RATES CONCESSION POLICY

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.

Rates Concession Policy

1.1 Objectives

The objective of this policy is to describe the criteria that determine which properties Council may consider eligible for a rates concession and how an application for concession is processed and administered over time.

1.2 Regulatory Authority

Local Government Act 2009, Chapter 4 Rates and Charges, Part 10 Concessions

Local Government Regulation 2012, Chapter 4 Rates and Charges, Part 10 Concessions

Australian Charities and Not-for-profits Commission Charities Act 2013 (Commonwealth)

Charitable Funds Act 1958 (Queensland)

Office of Fair Trading Queensland – Associations, Charities and Not for Profits.

1.3 Policy Statement

The Rates Concession Policy shall be applied in accordance with Council's Revenue Policy and Budget and Rating Resolutions with the result that eligible property owners undertaking specified activities at the property receive a concession on their rates.

1.4 Scope

The core matters addressed by the policy include which type of entities or landowners are eligible to be considered for a concession and the types of activities being conducted at the property that could be determined as qualifying for a concession.

This policy does not consider the concessions applicable for pensioners as the Pensioner Remission of Rates Policy deals with such matters.

This policy does not consider whether land is eligible to be exempt from rating, such determinations are made by reference to the appropriate legislation.

Eligible Property Owners

Property owners that are eligible to be considered for a concession:

- Charities
- Incorporated Associations and Not for Profit Organisations
- Property owners that are natural persons suffering hardship.

For a property owner to be granted a concession by Council, they must not only be an eligible property owner but Council must be satisfied that activities being conducted on the property or services being delivered from the property are consistent with activities described as eligible for a concession.

Eligible activities at the property

Eligible activities or services delivered at the property considered eligible to be considered for a concession.

Eligible Property Owner	Eligible Activities or Services Delivered at the Property
Charities	<p>The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage; or</p> <p>The preservation, restoration or maintenance of structures or places of cultural, environmental, historic, heritage or scientific significance to the Ipswich City Council local government area; or</p> <p>To promote or assist in the promotion of providing educational, training or information aimed at youth development or leisure opportunities; or</p> <p>The assistance or encouragement for the arts or cultural development; or</p> <p>The provision of early childhood care and are affiliated with the Crèche and Kindergarten Association or is a community based early childhood provider.</p>
Incorporated Associations and Not for Profit Organisations	<p>The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage; or</p> <p>The preservation, restoration or maintenance of structures or places of cultural, environmental, historic, heritage or scientific significance to the Ipswich City Council local government area; or</p> <p>The assistance or encouragement for the arts or cultural development; or</p> <p>The provision of early childhood care and are affiliated with the Crèche and Kindergarten Association or is a community based early childhood provider; or</p> <p>The provision of facilities for the conduct of amateur sport or recreational activities subject to any revenue from licensed premises, entrance fees or membership fees being deemed incidental to the main activity of conducting the sporting or recreational activities.</p>
Property Owners suffering hardship	<p>Property is owner occupied; and</p> <p>Hardship status is confirmed by a financial assessment of the property owner's circumstances.</p>

Concession applicable if Council resolves to allow concession

Eligible Property Owner	Concession
Charities	General Rates Concession of 100%
Incorporated Associations and Not for Profit Organisations	General Rates Concession of 100%
Property Owners suffering hardship	<p>Deferral of liability to pay rates for 6 months.</p> <p>Rates will still accrue over this period to be paid after the deferral period of 6 months.</p>

1.5 Roles and Responsibilities

Council officers in the Rating and Billing Team respond to enquiries and process applications for Concessions in accordance with Policy and Procedure. For approved concessions they make the necessary adjustments to the rates levied.

Divisional Councillors are consulted at the time of application before a recommendation is made to Council if the property the subject of the application is within their Electoral Division.

Recommendations for concessions are presented to Council and do not take effect until Council has resolved to grant the concession.

Council reviews concessions annually and makes a resolution each financial year of the concessions to be applied.

Chief Financial Officer has overall responsibility for delivery of the objectives and compliance with the legislation, Policy and Procedures.

1.6 Definitions

Charity as defined by reference to the *Australian Charities and Not-for-profits Commission, Charities Act 2013* (Commonwealth), *Charitable Funds Act 1958* (Queensland) and the Office of Fair Trading Queensland published information concerning: Associations, Charities and Not for Profits organisations.

A Not for Profit or Incorporated Organisation is an organisation that incorporates in its objectives and constitution that it does not make a profit which is distributed to the directors or principals but is only distributed for the purpose of the continued operation of the organisation. Such an organisation is usually currently registered with the Australian Charities and Not for Profits Commission and the Office of Fair Trading Queensland.

Property owner suffering hardship is a natural person that can demonstrate that payment of rates within the prescribed time period will or has affected the well-being of one or more individuals residing at the property in such a way as to constitute an unreasonable outcome based on present community standards.

1.7 Policy Author

Strategic Client Office Manager is responsible for maintaining of this policy.

Date of Council Resolution: 27 June 2017

Committee Reference and Date: City Management, Finance and Community Engagement Committee No. 2017(06) of 20 June 2017

No. of Resolution: 4

2017-2018 Rebates and concessions granted	Amount (\$)
Council Granted Pensioner Remission	1,237,074
Council Granted Non-Profit/Sporting Bodies Concessions	493,238
Total	1,730,312

PENSIONER REMISSION OF RATES POLICY

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.

Pensioner Remission of Rates Policy

1.1 Objectives

The objective of this policy is to provide officers with a guide to determine which pensioners are eligible for a remission on their rates and how to administer that remission over time.

1.2 Regulatory Authority

Chapter 4 Rates and Charges, Part 10 Concessions of the *Local Government Regulation 2012*

Retirement Village Act 1999, Manufactured Homes (Residential Parks) Act 2003

Ipswich City Council Budget and Rating Resolutions each financial year

Revenue Policy

Revenue Statement.

1.3 Policy Statement

The Pensioner Remission of Rates shall be applied in accordance with Council's Revenue Policy and Budget and Rating Resolutions with the result that eligible pensioners receive a remission on their rates and charges.

1.4 Scope

The core matter addressed by this policy is to define the eligibility requirements to receive the remission or concession.

A. Qualifying Pensions

Remission of part of the General Rate as determined by Council from time to time may be granted to owners in receipt of:

- Age Pension
- Wife Pension
- Widow B Pension
- Disability Support Pension
- Parenting Payment Single
- Carer Payment
- War Widow(er)'s Pension
- Service Pension
- Disability Pension.

B. Conditions

The rate of pension received by any registered owner as shown on the rate record must be the maximum payable for the type of pension received.

Provided all other conditions are met, the proportion of remission applicable to an assessment, where not all owners meet the requirements of this clause, will be equal to the proportion of the property that the qualified owner or owners own.

Subject to evidence satisfactory to the Council, a life tenant of property shall, for the purposes of this policy, be deemed to be the registered owner.

Life tenancy must be created by:

- (i) The last valid will of a deceased owner; or
- (ii) By an order of the Family Court.

A remission may be granted only on the property which is the principal or sole residence of the applicant. Unless otherwise determined by Council, a remission may be granted where the applicant is temporarily residing away from the premises.

The granting of a remission in respect of a pensioner who is in receipt of a pension which is not income-tested is subject to the production of evidence satisfactory to the Council that any additional income would not preclude the pensioner from receiving the maximum Age pension if he/she were an applicant for such pension.

The granting of a remission in respect of a pensioner who is in receipt of a part Australian pension and a part pension from an overseas country is subject to evidence satisfactory to the Council that the sum of the overseas pension and any additional income would not preclude the pensioner from receiving the maximum Age pension if he/she were an applicant for such pension.

Where a pensioner who is in receipt of a part pension and was in receipt of a remission of rates under this Policy, such remission may continue provided the pensioner's total earnings from all sources (including any pensions) do not exceed, by more than 25%, the total of the maximum Australian pension (including pharmaceutical allowance) plus permissible earnings for a pensioner on maximum rate pension.

C. Applications

First application for pension remission of rates must be made on the application form provided. Proof of pension paid must be in the form of a current advice from the pension paying authority provided at the time of application. Proof of pension received must be in the form of an eligible pension card and current advice from the pension paying authority.

For subsequent years confirmation of ongoing entitlement shall be in the form of advice provided by the pension paying authority unless the pension paying authority does not confirm the rate of payment at the maximum rate.

A pensioner who submits an eligible application is entitled to a remission calculated on a pro-rata basis from the date of application to the end of the quarter. The pro-rata adjustment will only apply for the quarter in which the application is made and is not retrospective to a prior quarter. However, where there are extenuating circumstances, Council Remission may be backdated to a maximum of the current year plus the two previous years.

D. Transitional Provision

Notwithstanding C Applications, Council also provisions for pensioners who previously qualified for the extended discount concession under the previous Moreton Shire Council Policy and who would if it were not for this section no longer qualify for remission under the new policy, grant a remission of rates equivalent to the amount of discount which would otherwise be allowed provided the rates and property related debts are paid in full by the due date of the fourth quarter's rate notice and provided the owners are eligible for the state government subsidy.

E. Retirement Villages, Mobile Home Villages or Other Similar Facility

A remission may be granted to a resident of a retirement village, mobile home village or other similar residential facility approved by Council, subject to the applicant meeting the eligibility criteria and conditions defined in this policy and the owner of the land or their agent:

- providing proof to Council that the facility meets the appropriate guidelines in accordance with associated legislation including *Retirement Village Act 1999*, *Manufactured Homes (Residential Parks) Act 2003*
- providing proof that the applicant is the owner of the residential unit or holds tenure in perpetuity or a similar agreement approved by Council
- confirming that the residential unit is the applicant's principle place of residence
- completing the appropriate documentation that binds the owner to pass on the remission to the successful applicant.

Remission will be calculated as 30% of the general rate applicable to each residential unit where an eligible pensioner resides to a maximum of the Remission adopted by Council in the Budget and Rating Resolutions.

F. Others

Where an application falls outside this policy and it is determined that the application requires special consideration by Council, a report with a recommendation to the appropriate Council meeting shall be made.

1.5 Roles and Responsibilities

Customer Service Officers to process applications for Remission from property owners and confirm entitlement annually prior to the commencement of each financial year.

Delegated Officers to authorise backdating of Remissions when requested.

1.6 Definitions

Qualifying Pensions are defined in the schedule 1.4 A. In the event that changes are made by Centrelink or Veterans Affairs to the name of the pension, the equivalent pension or entitlement will be considered a Qualifying Pension.

1.7 Policy Author

Strategic Client Office Manager

Date of Council Resolution: 23 October 2015

Committee Reference and Date: Policy and Administration Board No. 2015(10) of 6 October 2015 – City Management and Finance Committee No. 2015(10) of 13 October 2015

No of Resolution: 3

REVENUE POLICY

1. Revenue Policy

In accordance with legislation, Council has prepared and adopted this revenue policy.

The objective of this revenue policy is to help ensure consistency between the Council's longer term objectives, as set out in the Financial Plan, and the revenue decisions made in the budget process. It is an intended outcome of the Financial Plan that Council remains in a sound financial position at all times whilst delivering the Financial Plan's objectives.

To achieve this, Council has adopted a set of principles relating to the levying of rates and charges, granting concessions for rates and charges, recovering overdue rates and charges and cost-recovery methods.

Council will take account the principles of equity, economic efficiency and simplicity in levying rates and charges and granting concessions for rates and charges.

2. Levying Rates and Charges

In levying rates and charges, Council intends to:

- (a) make the system for paying rates and charges simple and inexpensive to administer
- (b) manage its cash flows from rates and charges by providing for quarterly payments, discounts for payment by the due date and interest on overdue amounts
- (c) provide an equitable payment system that provides a range of payment options for ratepayers to pay the rates and charges and arrears of any rates or charges.

Council specifically intends to levy differential general

rates on all rateable land in the local government area. It is recognised that a single rate applied to all rateable land in the local government area would result in a substantial disparity in the general rates contributed by each rating category of rateable land.

Council may elect to levy special rates and charges, on a year by year basis, for facilities or services which it considers have a special association with particular land in the local government area. The proceeds of the particular special rate and charge are directed towards the costs of the relevant initiative or facility.

A separate charge will be levied equally on all rateable land within the local government area, to provide for the acquisition and protection of bushland areas and for the provision of facilities for public access to those areas, on the basis that the benefit is shared equally by all parcels of rateable land, regardless of their value. The revenue raised is used to contribute to the costs of acquiring bushland and for providing and managing public access.

Council's waste management utility charges are applied on a per waste management service basis. All costs associated with providing the waste management service are recovered by levying the waste management utility charges.

3. Granting Concessions for Rates and Charges

In accordance with legislation, Council grants a range of concessions for rates and charges to assist the community (subject to conditions).

The purposes for the concession for rates and charges to be granted by the Council are stated in the following table.

Concession for rates and charges	Purpose for the concession
Concession to an eligible pensioner who owns and occupies rateable land.	Acknowledge that pensioners have limited financial capacity.
Concession to an eligible entity which owns rateable land, where the entity's objects do not include making a profit.	Support activities that do not make a profit.
Concession to an eligible entity which owns rateable land, where that entity provides assistance or encouragement for arts or cultural development.	Support activities that assist and encourage arts and cultural development.
Concession to an eligible landowner who is an individual and who is subject to financial hardship from the payment of rates and charges.	Support individuals where the payment of rates and charges will or has affected the wellbeing of the individuals in such a way as to constitute an unreasonable outcome based on present community standards.
Concession to an eligible landowner whose land is subject to a mining lease requiring the carrying out of improvement restoration for the mining lease.	Support the carrying out of improvement restoration for the mining lease which is exceptional and necessitated by the characteristics of the land.

4. Recovering Overdue Rates and Charges

Council exercises its rate recovery powers in order to reduce the overall rate burden on ratepayers.

Council also intends to charge interest on overdue rates and charges from the day on which they become overdue, however, if the overdue rates and charges are paid within 21 days from their due date, no interest shall be charged.

5. Cost-Recovery Methods

Council has fixed cost-recovery fees under section 97 of the *Local Government Act 2009*. All cost-recovery fees set by the Council are included in the Register of Cost Recovery Fees which is open for inspection at the Council's public office.

DEBT POLICY

In accordance with section 192 of the *Local Government Regulation 2012*, it is Council's intention to borrow only for growth/enhancement capital expenditure and commercial debt structures for its commercial business units. The authority to borrow is drawn from section 34 of the *Statutory Bodies Financial Arrangements Act 1982*.

Borrowings for the organisation are required by both Council departments and business units, each with different roles and therefore different borrowing requirements.

Capital expenditure for the organisation is categorised into two different aspects, growth/enhancement and refurbishment. Borrowings required for growth/enhancement projects are calculated on a net basis. Net basis being the total value of those projects less any external funding such as developer cash contributions, donations, grants and subsidies. In addition to these external funding sources, Council may determine that growth/enhancement projects be funded, in part or in full, from other available cash surplus. The final determination of the borrowing requirements is based on an assessment of existing debt levels and the requirement to maintain a prudent level of cash for operating purposes and employee provisions.

All Council borrowings (including existing loan balances) are on a principal and interest basis and have a maximum term to maturity of 15 years.

Loan borrowings including existing loan balances for strategic asset acquisitions are for projects that are intended to enhance the commercial business centres of the city. Loan borrowings including existing loan balances allocated to Council departments are for growth/enhancement related projects and are required to meet the increasing service needs of Council's customers and the Ipswich community.

All external borrowings are from the Queensland Treasury Corporation (QTC). The rate of payment is dependent upon market conditions and other principles agreed to between QTC and Council.

The overall position of debt for the Council for 2017–2018 is a decrease of \$19.2 million to \$233.6 million from the previous level of \$252.8 million. The table below reflects the actual loan balances and movements for 2017–2018 and the anticipated loan balances and movements for the next nine financial years.

Loan Liabilities	2017-2018 Actual (\$'000)	2018-2019 Estimated (\$'000)	2019-2020 Estimated (\$'000)	2020-2021 Estimated (\$'000)	2021-2022 Estimated (\$'000)	2022-2023 Estimated (\$'000)	2023-2024 Estimated (\$'000)	2024-2025 Estimated (\$'000)	2025-2026 Estimated (\$'000)	2026-2027 Estimated (\$'000)
Opening Balance	252,807	233,568	296,661	347,408	342,139	323,980	317,361	305,174	310,263	317,231
add New Borrowings	-	101,000	92,000	30,000	20,000	35,000	30,000	50,000	55,000	10,000
less Principal Repayments	19,239	37,907	41,253	35,269	38,159	41,619	42,187	44,911	48,032	39,289
Closing Balance	233,568	296,661	347,408	342,139	323,980	317,361	305,174	310,263	317,231	287,942
Borrowing Costs	13,225	14,305	15,182	14,937	13,947	13,126	12,190	11,763	11,502	10,105

RURAL FIRE RESOURCES SPECIAL LEVY

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 Emergency Services Act 1990*, Council levies a special charge for the Rural Fire Brigades Services (also known as a Rural Fire Resources Levy) on rateable land in the local government area that specially benefits from the Rural Fire Brigades Services on the basis set out below.

- 1) Applicable rateable land means the rateable land in the local government area to which the special charge for the Rural Fire Brigades Services applies.

Rural Fire Resources Levy overall plan means the overall plan for the Rural Fire Brigades Services to which the special charge for the Rural Fire Brigades Services applies.

Rural Fire Brigades Services means the purchase, maintenance of equipment and training by the Ipswich Group Rural Fire Brigades.

- 2) In accordance with section 94 of the *Local Government Regulation 2012*, the Council adopted the Rural Fire Resources Levy overall plan at its meeting of 27 June 2017.
- 3) Council decided the following under the Rural Fire Resources Levy overall plan:
 - (a) the amount of special charges for the Rural Fire Brigades Services which is to be levied on the Applicable rateable land is \$42.00 per annum
 - (b) the Applicable rateable land is the rateable land not within the boundary of the Urban Fire Boundaries of Queensland.
- 4) The special charges for the Rural Fire Brigades Services collected by Council are to be forwarded in accordance with Rural Fire Resources Levy overall plan, at quarterly intervals, to the Ipswich Group Rural Fire Brigades to fund the Rural Fire Brigades Services.

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 a liaison role with the Crime and Corruption Commission (CCC) and where appropriate, it is the intention to investigate and manage 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 Internal Audit Manager who reports:
 - Functionally for operations to the Audit and Risk Management Committee through the Chair
 - Administratively to the Chief Executive Officer
- The Internal Audit Manager 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 the 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
- If, however, an officer of Internal Audit is involved in the detailed development or implementation of a system, then any post implementation review should, as far as possible, be conducted by another officer of the branch or by staff entirely independent of the branch
- 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 Internal Audit Manager
- It is the policy of Council that all audit activities remain free of influence by any organisational elements. This includes such matters as scope of audit programs, the frequency and timing of examinations and the content of audit reports.

Internal Audit's Approach and Coverage

Council's three year Strategic Internal Audit Plan and its Annual Internal Audit Plan are developed on a risk basis that is currently preferred as opposed to a rotational approach. The Executive Leadership Team contributes to the development of the audit plans, which are presented to the Audit and Risk Management Committee for consideration and approval by the Chief Executive Officer.

Reporting

Internal Audit reports are provided to the Audit and Risk Management Committee for their consideration. These reports include the findings and recommendations of the internal auditors, management responses and accountability for implementation, the expected implementation date and a risk ranking for each audit recommendation. Throughout the year, the Audit and Risk Management Committee monitors the implementation of recommendations suggested by Internal Audit and also through External Audit as co-ordinated by the Queensland Audit Office.

Ethics and Values

Internal Audit is attempting 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 because of Internal Audit's exposure to high risk, complex and problem areas. As at 30 June 2018, Internal Audit staff were well qualified and had relevant experience in internal auditing and investigations as well as held 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 Validation was conducted in June 2016 by the IIA Australia of Council's Quality Self-Assessment. The IIA found the branch was "representative of good practice in internal auditing" and was beyond general conformance. Internal Audit was rated to be optimised in eight out of 12 sections in the maturity model with the rest on the second highest level. A further comparison found that the branch provided cost effective services 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 2017-2018 year achieved an average satisfaction rating of 92%.

Future Challenges for the Internal Audit Branch

With the difficult year Council has experienced and the issues still to be faced, expected growth in the region, coupled with the changes in Council's systems, practices and procedures, Internal Audit must now even more position itself as a trusted advisor in providing guidance to management and staff. In dealing with increased demands while staying effective, regardless of its size, the branch will have to continue using an integrated risk-based approach in that it combines aspects of auditing whilst including or excluding any aspect based on risk. The aim will be to re-invent its approach or find innovative ways to serve the organisation for example through the increased use of information technology and assist Council in dealing with related challenges.

Audits performed

Auditable area	Status
Arboriculture	Completed
Change Management - New Building	Postponed to 2018-2019
Community Lease Agreements	In Progress
Construction Quality Verification	In Progress
Corporate Plan (assessment as part of project)	No audit involvement
Cyber Security	Postponed to 2018-2019
Design Certification	In Progress
Enterprise Resource Planning (ERP) Observation/Advice	Completed
Environmental Plan Levy	Completed
ICT Managed Services Implementation	In Progress
Immunisation Program	Completed
Line Marking and Signs	Completed
Objective - Record Storage, Clarification and Retrieval	Postponed to 2018-2019
Penalty Infringement Process	Postponed to 2018-2019
Property Searches	Postponed to 2019-2020
Residential Swimming Pools	Completed
Security and Safety Cameras	Completed
Waste Business Management Systems	Completed
Workshops (Works Parks and Recreation)	Postponed to 2020-2021

The result of the 2017-2018 Audit Program, as at 30 June 2018, is detailed in the following table. The number of audits conducted are a trade-off with the number of investigations done.

Audit and risk management committee related output

	2017-2018	2016-2017
Audit and Risk Management Committee meetings held	5	5
Internal Audit recommendations reviewed and considered finalised	48	54
Internal Audit Reports/Tasks reviewed by the Audit and Risk Management Committee	11	15
External Audit recommendations reviewed and considered finalised	18	14
External Audit Reports reviewed by the Audit and Risk Management Committee	1	1

Other internal audit branch output

Internal Audit was involved in a significant number of special and other investigations including providing advice and assistance.

RISK MANAGEMENT

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 all 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 plans.

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

Council does not want to become a 'risk adverse' organisation, but rather a 'risk aware' organisation. Accordingly, while Council acknowledges that risks occur at the strategic, operational and project/event levels, it is concerned with any risk that is not controlled, particularly extreme or high risks.

Approach to Enterprise Risk Management

Council is committed to the identification and implementation of processes appropriate to the ongoing management of risk and this is achieved by:

- The adoption and continuous review of:
 - Enterprise Risk Management Policy
 - Enterprise Risk Management Framework
 - Risk Assessment Tools

- Adoption of a four year implementation plan to ensure continued development/improvement of the Enterprise Risk Management Program and risk management maturity of Council
- Development, adoption and yearly reviews of Council's Departmental Operational Risk Registers
- Development, adoption and yearly reviews of Council's Strategic Risk Register
- Regular reporting to the Audit and Risk Management Committee
- Training for staff
- Ongoing identification of risk management based business improvement activities/projects in consultation with Council's departments.

Policy and Framework

The following foundational risk management documentation has been adopted by Council:

- **Enterprise Risk Management Policy** is a statement of the overall intentions and directions related to risk management. The objective of the Enterprise Risk Management Policy is to ensure that sound risk management practices and procedures are fully integrated into strategic and operational activities
- **Enterprise Risk Management Framework** promotes a standard and systematic approach to risk management throughout Council in accordance with the principles outlined in ISO 31000:2018 *Risk Management – Guidelines*.

COUNCIL INVITES YOUR FEEDBACK

This document is published by Council in accordance with legislative requirements. Ipswich City Council welcomes any enquiries or comments regarding its 2017–2018 Annual Report.



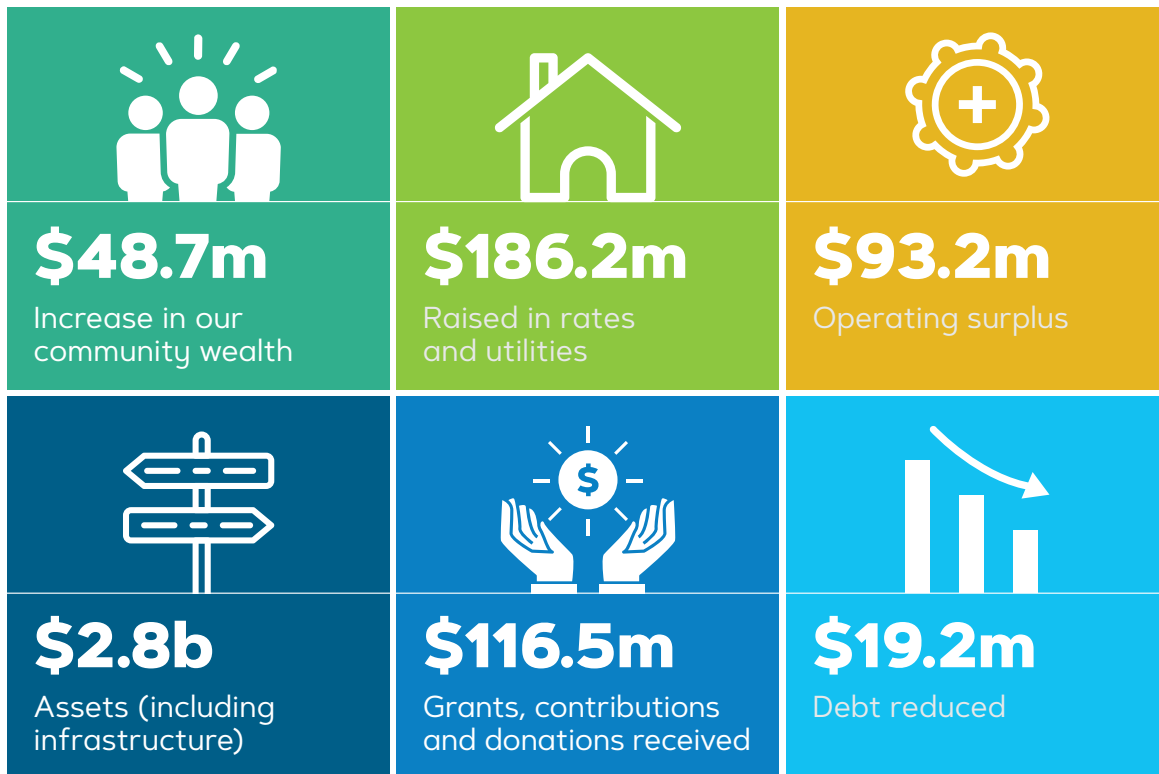
FINANCIAL PERFORMANCE



COMMUNITY FINANCIAL REPORT

Pursuant to section 184 of the *Local Government Regulation 2012*, Council has maintained a financial management strategy over the last five financial years of minimal FTE (full-time equivalents) growth, minimal increases in operational expenses 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 2018-2019 Budget and Long-Term Financial Plan. More information regarding Ipswich City Council's Financial and Planning documents can be accessed at Council's [website](#).

Summary of Financial Statements for 2017-2018



Council completed the financial year with a net surplus of \$93.2 million.

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

	2017-2018 (\$m)	2016-2017 (\$m)	% Change
Revenue	385.2	368.7	+ 4.5%
Expense	291.9	257.1	+ 13.5%
Surplus	93.2	111.6	-16.5%

Revenue

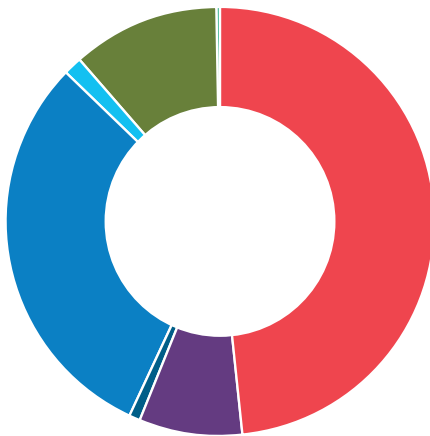
Where did the money come from?

Council received \$385.2 million in revenue. The largest contributor was rates and utility charges of \$186.2 million (after discount and pensioner remissions). Rates and utility charges increased as a result of rate increases and growth in the Ipswich region.

Grants and contributions increased by \$12.3 million to \$116.5 million mainly due to an increase in contributions of physical assets of \$17.9 million. This was offset by a decrease in government grants of \$4.7 million and developer contributions of \$1.6 million.

Other revenue decreased by \$3.1 million to \$43.4 million.

2017–2018 Council Revenue



Type of revenue	Totals (\$'000)
Rates, levies and charges	186,234
Fees and charges	30,438
Sales revenue	3,450
Grants and contributions	116,476
Interest and investment revenue	5,220
Other revenue	43,375
Capital income	(25)
Grand Total	385,168

Expenses

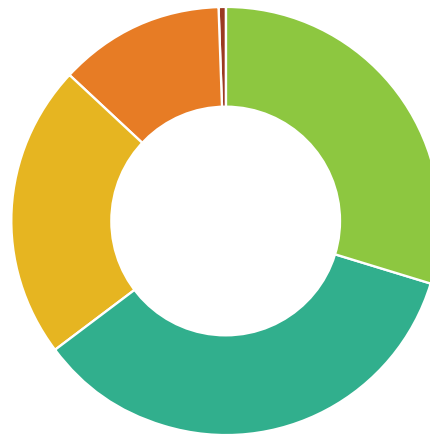
Where was the money spent?

Council's expenditure was \$291.9 million for the financial year.

Expenses increased in materials and services by \$6.1 million to \$102.4 million, mainly due to an increase in goods and services by \$2.9 million to \$16.2 million and general expenses by \$3.5 million to \$5.3 million. There was also an increase in depreciation and amortisation costs by \$4.7 million to \$64.9 million and employee benefits by \$4 million to \$86.8 million. This was offset by a decrease in capital expenses by \$2.1 million to \$1.4 million.

Finance costs increased by \$22.1 million due to the impairment of the loan to Ipswich City Properties Pty Ltd (ICP). The loan to ICP was impaired due to Council's recent decision to wind up ICP (in the short term) which adversely impacts ICP's ability to continue to earn development profits from its assets to repay the loan balance.

2017–2018 Council Expenditure



Type of expense	Totals (\$'000)
Employee expenses	86,805
Materials and services	102,435
Depreciation and amortisation	64,982
Finance costs	36,316
Capital expenses	1,400
Grand Total	291,938

Assets

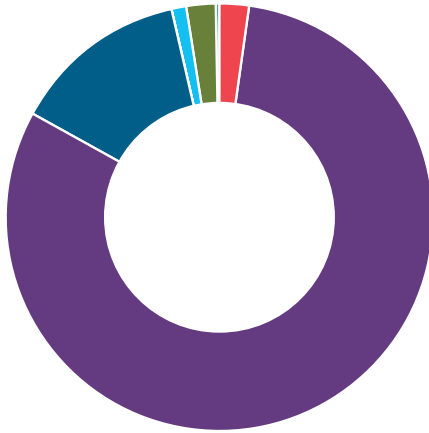
What do we own?

As at the 30 June 2018, Council held \$2.8 billion in assets, \$35.4 million more than the previous year.

Property, plant and equipment increased by \$80.9 million to \$2.3 billion mainly due to asset additions of \$97.3 million and donated assets of \$68.5 million. This was offset by depreciation expense of \$59.2 million and a devaluation of drainage assets by \$48.4 million.

Cash decreased by \$38.2 million to \$70.6 million mainly due to payments relating to Council's investment in infrastructure projects. Investments decreased by \$6 million to \$379.8 million.

2017–2018 Council Assets



Type of revenue	Totals (\$'000)
Cash and cash equivalents	70,601
Property, plant and equipment	2,276,035
Investments	379,800
Inventories	956
Intangible assets	27,913
Receivables	66,314
Other financial assets	3,634
Grand Total	2,825,253

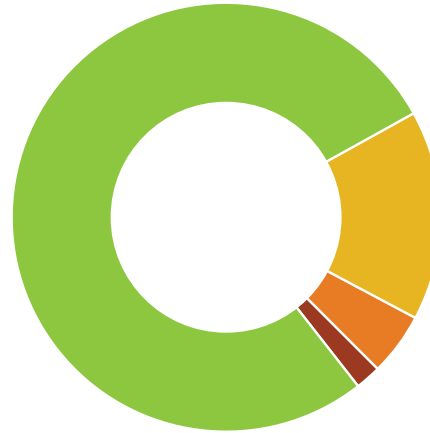
Liabilities

What do we owe?

As at the 30 June 2018, Council had \$300.4 million in liabilities which is a decrease of \$13.3 million when compared to the previous year.

Borrowings decreased by \$19.2 million to \$233.6 million. This was offset by an increase in payables by \$2.6 million to \$46.8 million and other liabilities by \$4.4 million to \$5.5 million.

2017–2018 Council Liabilities



Type of liability	Totals (\$'000)
Borrowings	233,568
Payables	46,797
Provisions	14,488
Other liabilities	5,515
Grand Total	300,368

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 2018 was \$2.5 billion which is \$48.7 million more than the previous year. Retained surplus increased by \$97.1 million to \$2 billion and the asset revaluation reserve decreased by \$48.4 million to \$484.9 million.

Ipswich's community equity is presented in two parts:

	2017-2018 (\$m)	2016-2017 (\$m)	% Change
Asset Revaluation Reserve	485	533	- 9.00%
Accumulated Surplus	2,040	1,943	+ 4.99%
Total	2,525	2,476	+ 1.98%

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 2017-2018 Council's performance against key financial ratios has improved meeting targets both in the operating surplus and net financial liabilities.

Sustainability Ratio	How the measure is calculated	2017-2018	2016-2017	Target
Operating Surplus Ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-0.88%	11.62%	Between 0-10%
Asset Sustainability Ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense	62.38%	67.74%	Greater than 90%
Net Financial Liabilities Ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	31.20%	61.73%	Not greater than 60%

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018



Table of Contents		Page
1. Primary Financial Statements:		
Statement of Comprehensive Income		2
Statement of Financial Position		3
Statement of Changes in Equity		4
Statement of Cash Flows		6
2. Notes to the Financial Statements		
1	Summary of Significant Accounting Policies	7
2(a)	Council Functions - Component Descriptions	9
2(b)	Council Functions - Analysis of Results by Function	10
3	Revenue Analysis	11
4	Grants, Subsidies, Contributions and Donations	12
5	Employee Benefits	13
6	Materials and Services	14
7	Finance Costs	14
8	Cash, Cash Equivalents and Investments	15
9	Receivables	16
10	Non-current assets held for distribution to owners	18
11	Investment Property	18
12	Property, Plant and Equipment	19
13	Fair Value Measurements	24
14	Intangible Assets	28
15	Payables	29
16	Borrowings	30
17	Provisions	31
18	Other Liabilities	32
19	Asset Revaluation Surplus	32
20	Commitments for Expenditure	33
21	Contingent Liabilities	34
22	Superannuation	34
23	Associates	36
24	Trust Funds	37
25	Reconciliation of Net Result for the year to Net Cash Inflow (Outflow) from Operating Activities	38
26	Reconciliation of Liabilities arising from Financing Activities	39
27	Correction of Error	39
28	Financial Instruments	41
29	National Competition Policy	44
30	Controlled Entities that have not been Consolidated	45
31	Transactions with Related Parties	46
32	Other Matters including Events Occurring After Balance Date	50
3. Management Certificate		51
4. Independent Auditor's Report		52
5. Current Year Financial Sustainability Statement		55
Certificate of Accuracy - Current Year Financial Sustainability Statement		56
Independent Auditor's Report - Current Year Financial Sustainability Statement		57
6. Unaudited Long Term Financial Sustainability Statement		59
Certificate of Accuracy - Unaudited Long Term Financial Sustainability Statement		62

Ipswich City Council

Statement of Comprehensive Income

for the year ended 30 June 2018

	Notes	Consolidated		Council	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Income					
Recurrent Revenue					
Rates, Levies and Charges	3a	185,387	178,190	186,234	178,976
Fees and Charges	3b	30,409	30,209	30,438	30,209
Interest and Investment Revenue	3c	5,262	5,501	5,220	5,609
Sales Revenue		4,816	5,389	3,450	3,430
Other Income	3d	24,977	31,005	43,375	46,464
Grants, Subsidies, Contributions and Donations	4a	19,297	22,310	19,297	22,310
Total Recurrent Revenue		270,148	272,604	288,014	286,998
Capital Revenue					
Grants, Subsidies, Contributions and Donations	4b	97,179	81,897	97,179	81,897
Capital Income		(25)	7	(25)	(193)
Total Income		367,302	354,508	385,168	368,702
Expenses					
Recurrent Expenses					
Employee Benefits	5	86,844	83,039	86,805	82,777
Materials and Services	6	106,439	101,026	102,435	96,341
Finance Costs	7	13,781	14,276	36,316	14,276
Depreciation and Amortisation	12 & 14	65,002	60,280	64,982	60,263
Total Recurrent Expenses		272,066	258,621	290,538	253,657
Capital Expenses		2,340	4,088	1,400	3,488
Total Expenses		274,406	262,709	291,938	257,145
Share of Net Result of Associates	23	30,956	35,621	-	-
Net Result		123,852	127,420	93,230	111,557
Other Comprehensive Income					
Amounts which will not be reclassified subsequently to the Net Result					
Increase/(Decrease) in Asset Revaluation Surplus	19	(52,176)	(21,302)	(48,361)	(16,712)
Share of Other Comprehensive Income of Associates	23	65	49	-	-
Total Comprehensive Income		71,741	106,167	44,869	94,845

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

page 2

Ipswich City Council

Statement of Financial Position

as at 30 June 2018

	Notes	Consolidated		Council	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
ASSETS					
Current Assets					
Cash and Cash Equivalents	8	76,757	114,376	70,601	108,751
Investments	8	69,000	75,000	69,000	75,000
Receivables	9	25,394	27,528	66,314	65,814
Inventories		837	4,221	956	1,070
Other Financial Assets		3,641	3,705	3,634	3,697
Non-Current Assets Held for Distribution to Owners	10	12,750	-	-	-
Total Current Assets		188,379	224,830	210,505	254,332
Non-Current Assets					
Investments	8	409,810	399,053	310,800	310,800
Receivables	9	-	-	-	2,784
Investment Property	11	17,045	2,000	-	-
Property, Plant and Equipment	12	2,277,848	2,221,726	2,276,035	2,195,075
Intangible Assets	14	27,913	26,851	27,913	26,851
Total Non-Current Assets		2,732,616	2,649,630	2,614,748	2,535,510
TOTAL ASSETS		2,920,995	2,874,460	2,825,253	2,789,842
LIABILITIES					
Current Liabilities					
Payables	15	33,166	46,452	46,744	44,141
Borrowings	16	37,907	19,372	37,907	19,372
Provisions	17	12,708	13,863	12,708	13,863
Other Liabilities	18	4,377	513	4,219	496
Total Current Liabilities		88,158	80,200	101,578	77,872
Non-Current Liabilities					
Payables	15	53	74	53	74
Borrowings	16	195,661	233,436	195,661	233,436
Provisions	17	1,780	1,724	1,780	1,724
Other Liabilities	18	1,296	590	1,296	590
Total Non-Current Liabilities		198,790	235,824	198,790	235,824
TOTAL LIABILITIES		286,948	316,024	300,368	313,696
Net Community Assets		2,634,047	2,558,436	2,524,885	2,476,146
COMMUNITY EQUITY					
Asset Revaluation Surplus	19	484,851	546,185	484,851	533,212
Retained Surplus/(Deficiency)		2,149,196	2,012,251	2,040,034	1,942,934
Total Community Equity		2,634,047	2,558,436	2,524,885	2,476,146

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

page 3

Ipswich City Council

Statement of Changes in Equity

for the year ended 30 June 2018

Consolidated		Asset Revaluation Surplus \$'000	Retained Surplus \$'000	Total Equity \$'000
	Notes			
2018				
Opening Balance		546,185	2,012,251	2,558,436
Correction Assets Not Previously Recognised	12		3,870	3,870
Revised Opening Balance (as at 1/7/16)		546,185	2,016,121	2,562,306
Net Result		-	123,852	123,852
Other Comprehensive Income				
Increase / (decrease) in Asset Revaluation Surplus	19	(52,176)	-	(52,176)
Share of Other Comprehensive Income of Associates	23	-	65	65
Total Comprehensive Income		(52,176)	123,917	71,741
Transfers from Revaluation Surplus to Retained Surplus for Asset Disposals		(9,158)	9,158	-
Balance as at 30 June 2018		484,851	2,149,196	2,634,047
2017				
Opening Balance		567,487	1,815,973	2,383,460
Correction of Prior Period Error	27	-	68,809	68,809
Revised Opening Balance (as at 1/7/16)		567,487	1,884,782	2,452,269
Net Result		-	117,447	117,447
Correction of Prior Period Error	27	-	9,973	9,973
Revised Net Result for the Year		-	127,420	127,420
Other Comprehensive Income				
Increase / (decrease) in Asset Revaluation Surplus	19	(21,302)	-	(21,302)
Share of Other Comprehensive Income of Associates	23	-	49	49
Total Comprehensive Income		(21,302)	127,469	106,167
Balance as at 30 June 2017		546,185	2,012,251	2,558,436

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

page 4

Ipswich City Council

Statement of Changes in Equity for the year ended 30 June 2018

Council		Asset Revaluation Surplus \$'000	Retained Surplus \$'000	Total Equity \$'000
	Notes			
2018				
Opening Balance		533,212	1,942,934	2,476,146
Correction Assets Not Previously Recognised	12		3,870	3,870
Revised Opening Balance (as at 1/7/16)		533,212	1,946,804	2,480,016
Net Result		-	93,230	93,230
Other Comprehensive Income				
Increase / (decrease) in Asset Revaluation Surplus	19	(48,361)	-	(48,361)
Total Comprehensive Income		(48,361)	93,230	44,869
Balance as at 30 June 2018				
		484,851	2,040,034	2,524,885
2017				
Opening Balance		549,924	1,762,568	2,312,492
Correction of Prior Period Error	27	-	68,809	68,809
Revised Opening Balance (as at 1/7/16)		549,924	1,831,377	2,381,301
Net Result		-	101,584	101,584
Correction of Prior Period Error	27	-	9,973	9,973
Revised Net Result for the Year		-	111,557	111,557
Other Comprehensive Income				
Increase / (decrease) in Asset Revaluation Surplus	19	(16,712)	-	(16,712)
Total Comprehensive Income		(16,712)	111,557	94,845
Balance as at 30 June 2017				
		533,212	1,942,934	2,476,146

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

page 5

Ipswich City Council

Statement of Cash Flows

for the year ended 30 June 2018

	Notes	Consolidated		Council	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Cash Flows from Operating Activities					
Receipts from Customers		234,154	220,938	231,731	232,738
Payments to Suppliers and Employees		(199,565)	(158,991)	(183,045)	(172,712)
		34,589	61,947	48,686	60,026
Receipts:					
Interest and Investment Revenue		5,259	5,344	5,217	5,452
Non Capital Grants, Subsidies, Contributions and Donations		19,297	22,310	19,297	22,310
QUU Tax Equivalents and Participation Return		33,837	33,789	33,837	33,789
Payments:					
Borrowing Costs		(13,820)	(14,367)	(13,820)	(14,367)
Net Cash - Operating Activities	25	79,162	109,023	93,217	107,210
Cash Flows from Investing Activities					
Receipts:					
Proceeds from Property, Plant and Equipment		2,213	2,649	2,213	1,898
Distributions Received from Controlled Entities		-	-	2,441	2,933
Grants, Subsidies, Contributions and Donations		28,609	31,919	28,609	31,919
Payments:					
Net transfer (to) from Cash Investment		6,000	(23,000)	6,000	(23,000)
Purchase of Investment Property		(6,240)	-	-	-
Payments for Property, Plant and Equipment		(123,150)	(93,610)	(121,661)	(92,506)
Payments for Intangible Assets		(4,973)	(6,339)	(4,969)	(6,339)
Contributions Paid to Controlled Entities		-	-	(24,760)	(3,648)
Net Cash - Investing Activities		(97,541)	(88,381)	(112,127)	(88,743)
Cash Flows from Financing Activities					
Proceeds from Borrowings		-	10,000	-	10,000
Repayment of Borrowings		(19,240)	(17,685)	(19,240)	(17,685)
Net Cash Flow - Financing Activities		(19,240)	(7,685)	(19,240)	(7,685)
Net Increase/(Decrease) for the year		(37,619)	12,957	(38,150)	10,782
plus: Cash and Cash Equivalents - beginning		114,376	101,419	108,751	97,969
Cash and Cash Equivalents - closing	8	76,757	114,376	70,601	108,751

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

page 6

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies

(1.a) Basis of preparation

These general purpose financial statements are for the period 1 July 2017 to 30 June 2018 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.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(1.b) Statement of Compliance

Council is a not-for-profit entity and the Australian Accounting Standards include requirements for not-for-profit entities which are inconsistent with International Financial Reporting Standards (IFRS), therefore in some instances, these financial statements do not comply with IFRS. The main impacts are the offsetting of revaluation and impairment gains and losses within a class of assets, and the timing of the recognition of non-reciprocal grant revenue.

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

(1.c) Basis of Consolidation

The council and its controlled entities together form the economic entity which is referred to in these financial statements as the consolidated entity.

In the process of reporting the council as a single economic entity, all transactions with entities controlled by the council have been eliminated. In addition the accounting policies of all controlled entities have been adjusted, where necessary, on consolidation to ensure that the financial report of the consolidated entity is prepared using accounting policies that are consistent with those of the council.

The financial results of Ipswich City Properties Pty Ltd, Ipswich City Enterprises Pty Ltd, Ipswich City Enterprises Investments Pty Ltd, Ipswich City Developments Pty Ltd and Ipswich Motorsport Park Pty Ltd have been consolidated into these financial statements as the transactions are considered

material. Information about controlled entities that have not been consolidated, because they are not considered material, is included in note 30.

All of Council's controlled entities are audited by the Auditor-General of Queensland.

(1.d) Constitution

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

(1.e) New and Revised Accounting Standards

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

Ipswich City Council has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

This year Council has applied AASB 2016-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* for the first time. As a result, Council has disclosed more information to explain changes in liabilities arising from financing activities ('debt reconciliation'). This information is presented in note 26.

Some Australian Accounting Standards and Interpretations have been issued but are not yet effective. Those standards have not been applied in these financial statements. Council will implement them when they are effective.

The standards that may have a material impact upon Council's future financial statements are:

Effective for annual reporting periods beginning on or after 1 July 2018

- AASB 9 *Financial Instruments* This replaces AASB 139 *Financial Instruments: Recognition and Measurement*, and addresses the classification,

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Summary of Significant Accounting Policies (continued)

measurement and disclosure of financial assets and liabilities.

The standard introduces a new impairment model that requires impairment provisions to be based on expected credit losses, rather than incurred credit losses. Based on assessments to date, council expects a small increase to impairment losses however the standard is not expected to have a material impact overall.

Effective for annual reporting periods beginning on or after 1 July 2019

- AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities* and AASB 2016-8 *Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities*

AASB 15 will replace AASB 118 Revenue, AASB 111 Construction Contracts and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 Contributions. Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Council has assessed the impact of these accounting standards, if these requirements had been adopted at 30 June 2018 management estimates there would be no impact for the timing of the recognition of grants and donations, an increase in revenue of \$1.01 million for the difference between the fair value and nominal payments of peppercorn leases, and a decrease in revenue of \$3 million as rates paid in advance will no longer be recognised upon receipt.

- AASB 16 *Leases*

Council has some leases that are not in the Statement of Financial Position. These will need to be included when this standard comes into effect. A lease liability will initially be measured at the present value of the lease payments to be made over the lease term. A corresponding right-of-use asset will also be recognised over the lease term. If this requirement had been

adopted at 30 June 2018 management estimate that net assets would have increased by \$1.01 million. This estimate is based on council's current obligations and various market and other assumptions.

(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:

- valuation and depreciation of property, plant and equipment (note 13)
- provisions (note 17)
- contingent liabilities (note 21).

(1.g) Rounding and Comparatives

The financial statements are in Australian dollar and have been rounded to the nearest (\$000) unless otherwise stated.

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

(1.h) Taxation

Ipswich City Council has exemption from the payment of Income Tax subject to Section 50.25 of the Income Tax Assessment Act 1997. Council incurs and collects Goods and Services Tax (GST) relating to goods and services, which are utilised and supplied in the normal course of conducting business. Council is also liable to pay Fringe Benefits Tax on applicable activities.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 2(a). Analysis of Results by Function

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

Arts, Social Development and Community Engagement

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.

Economic Development and Marketing

This department's primary objective is to develop, promote and implement innovative economic, marketing, communication, media, tourism and event initiatives.

Infrastructure Services

This department plans, designs and delivers assets to ensure the community is serviced by high quality and effective transport, open space and built environment networks.

Finance and Corporate Services

This department provides administrative, financial, customer service, insurance, business services, procurement and information and communications technology expertise to the departments of Council.

Works, Parks and Recreation

This department's primary objectives is to provide strategic asset management, waste management services and planning for the City's sports, recreation and natural resources environment.

Health, Security and Regulatory Services

This department's objective is to ensure that the health, environment and safety of the City are protected and enhanced.

Planning and Development

This department's objective is to effectively manage growth and development in order to create a socially, ecologically and economically sustainable environment.

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.

Office of the Chief Executive Officer

This department provides a support function for Council's internal audit, legal and executive branch.

Ipswich City Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 2(b). Analysis of Results by Function

Functions	Gross Program Income					Total Income	Total Expenses	Net Result	Total Assets
	Grants		Capital	Other					
	Recurrent	\$'000		\$'000	Other				
2018									
Arts, Social Development and Community Engagement	2,525	-	-	3,198	\$'000	5,723	(17,995)	\$'000	7,516
Economic Development and Marketing	299	-	-	287		586	(8,559)		9
Infrastructure Services	-	-	-	64,565		64,565	(3,205)		82,099
Finance and Corporate Services	4,518	-	-	174,354		178,872	(65,961)		62,588
Works, Parks and Recreation	3,420	7,991	-	55,317		66,728	(137,919)		2,134,380
Health, Security and Regulatory Services	296	-	-	4,085		4,381	(13,831)		4,769
Planning and Development	17	-	-	16,557		16,574	(12,055)		1
Ipswich Waste Services	1	-	-	35,893		35,894	(24,704)		13,295
Office of the Chief Executive Officer	-	-	-	34,959		34,959	(30,821)		80
Elimination of internal transfers	-	-	-	(23,114)		(23,114)	23,112		(2)
Total Council	11,076	7,991	7,991	366,101		385,168	(291,938)		93,230
Elimination of transactions with controlled entities	-	-	-	13,090		13,090	17,532		30,622
Total Consolidated	11,076	7,991	7,991	379,191		398,258	(274,406)		123,852

Functions	Gross Program Income					Total Income	Total Expenses	Net Result	Total Assets
	Grants		Capital	Other					
	Recurrent	\$'000		\$'000	Other				
2017									
Arts, Social Development and Community Engagement	2,503	-	-	2,929	\$'000	5,432	(18,117)	\$'000	6,430
Economic Development and Marketing	-	-	-	256		256	(7,753)		11
Infrastructure Services	-	-	-	59,013		59,013	(3,455)		87,923
Finance and Corporate Services	6,145	-	-	170,216		176,361	(63,455)		41,995
Works, Parks and Recreation	4,914	9,828	-	45,511		60,253	(131,989)		2,070,080
Health, Security and Regulatory Services	351	-	-	4,181		4,532	(12,600)		2,832
Planning and Development	40	-	-	16,444		16,484	(12,083)		1
Ipswich Waste Services	-	-	-	34,090		34,090	(23,920)		13,381
Office of the Chief Executive Officer	-	-	-	35,035		35,035	(6,528)		74
Elimination of internal transfers	-	-	-	(22,754)		(22,754)	22,755		1
Total Council	13,953	9,828	9,828	344,921		368,702	(257,145)		2,789,842
Elimination of transactions with controlled entities	-	-	-	21,427		21,427	(5,564)		15,863
Total Consolidated	13,953	9,828	9,828	366,348		390,129	(262,709)		127,420

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Revenue Analysis

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
(a). Rates, Levies and Charges				
General Rates and Charges	164,539	159,210	165,386	159,996
Garbage Charges	27,416	25,430	27,416	25,430
Property Related Charges	3,983	3,706	3,983	3,706
Total rates and utility charges revenue	195,938	188,346	196,785	189,132
Less: Discounts	(8,783)	(8,430)	(8,783)	(8,430)
Less: Pensioner remissions	(1,768)	(1,726)	(1,768)	(1,726)
TOTAL RATES, LEVIES AND CHARGES	185,387	178,190	186,234	178,976
Rates are recognised as revenue at the start of the rating period. If a ratepayer pays their rates before the start of the rating period, they are recognised as revenue when they are received.				
(b). Fees and Charges				
Town Planning and Development Charges	16,012	16,016	16,030	16,016
Traffic Regulation Fees and Charges	2,390	2,318	2,390	2,318
Waste Disposal Fees and Charges	6,780	6,566	6,791	6,566
Health Regulation, Animal Control and Cemeteries	2,488	2,482	2,488	2,482
Other Administrative Charges	1,874	2,019	1,874	2,019
Change of Ownership Charges	664	646	664	646
Civic Centre Services	177	123	177	123
Library Fees and Fines	24	39	24	39
TOTAL FEES AND CHARGES	30,409	30,209	30,438	30,209
Fees and charges are recognised upon unconditional entitlement to the funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.				
(c). Interest and Investment Revenue				
Interest from Investments	4,724	5,048	4,591	4,831
Penalty Interest from Overdue Rates and Utility Charges	538	453	538	453
Interest on Loans to controlled entities	9	-	91	325
TOTAL INTEREST AND INVESTMENT REVENUE	5,262	5,501	5,220	5,609

Interest on term deposits is accrued over the term of the investment.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Revenue Analysis (continued)

	Notes	Consolidated		Council	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
(d). Other Income					
Dividend Revenue		120	187	120	187
Resourcing Fees		2,166	5,687	2,166	5,687
Other Sundry Receipts		8,018	10,462	6,152	5,770
Rental of Facilities		1,100	1,031	1,100	1,031
QUU Participation Return *	23	-	-	20,264	20,151
QUU Tax Equivalents Revenue *	23	13,573	13,638	13,573	13,638
<u>TOTAL OTHER INCOME</u>		<u>24,977</u>	<u>31,005</u>	<u>43,375</u>	<u>46,464</u>

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

* Queensland Urban Utilities (QUU)

Note 4. Grants, Subsidies, Contributions and Donations

(a) Recurrent

General Purpose Government Grants	7,300	10,336	7,300	10,336
State Government Grants and Subsidies	3,776	3,617	3,776	3,617
Developer Contributions - for Operational Purposes	8,221	8,357	8,221	8,357
<u>TOTAL RECURRENT GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u>	<u>19,297</u>	<u>22,310</u>	<u>19,297</u>	<u>22,310</u>

(b) Capital

State Government Subsidies and Grants	6,472	4,663	6,472	4,663
Commonwealth Government Subsidies and Grants	1,519	5,165	1,519	5,165
Developer Contributions - for Capital Purposes	20,618	22,091	20,618	22,091
Contributions of Physical Assets	68,503	50,545	68,503	50,545
Refund to Developer - Contributions of Physical Assets	67	(567)	67	(567)
<u>TOTAL CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u>	<u>97,179</u>	<u>81,897</u>	<u>97,179</u>	<u>81,897</u>

Grants subsidies and contributions that are non-reciprocal in nature are recognised as revenue in the year in which Council obtains control over them.

Physical assets contributed to Council by developers in the form of land, road works, stormwater and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 5. Employee Benefits

	Notes	Consolidated		Council	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Wages and Salaries		77,923	74,545	77,884	74,315
Annual, Sick and Long Service Leave Entitlements		9,851	9,132	9,851	9,132
Superannuation	22	9,828	9,477	9,827	9,449
Workers Compensation Insurance		1,091	1,096	1,091	1,096
Fringe Benefits Tax (FBT)		367	389	367	385
Councillors Remuneration		1,355	1,348	1,355	1,348
		<u>100,415</u>	<u>95,987</u>	<u>100,375</u>	<u>95,725</u>
Less: Capitalised Employee Expenses		(13,571)	(12,948)	(13,570)	(12,948)
<u>TOTAL EMPLOYEE BENEFITS</u>		<u><u>86,844</u></u>	<u><u>83,039</u></u>	<u><u>86,805</u></u>	<u><u>82,777</u></u>

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

Additional information:

Total Employees at year end:

Administration Staff	694	681	694	681
Depot and Outdoors Staff	384	379	384	379
Elected Members	11	10	11	10
Total full time equivalent employees	<u>1,089</u>	<u>1,070</u>	<u>1,089</u>	<u>1,070</u>

The Mayor and Councillors were dismissed on the 22 August 2018 when Queensland Parliament passed the Local Government (Dissolution of Ipswich City Council) Bill 2018. Refer to Note 32 for further details.

Further compensation details are disclosed in Note 31 (d) for key management personnel.

Ipswich City Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 6. Materials and Services

	Consolidated		Council	
	2018	2017	2018	2017
Notes	\$'000	\$'000	\$'000	\$'000
Advertising and Marketing	2,567	2,253	2,254	2,192
Audit Fees	443	301	404	256
Communications	1,428	1,255	1,428	1,255
Consultants	4,557	4,351	4,275	3,170
Contractors	38,306	41,172	38,286	41,172
Donations Paid	2,073	2,424	2,073	2,424
Council's Insurance Premiums	1,238	1,148	1,186	1,140
Repairs and Maintenance	8,097	7,180	7,972	7,159
Operating Leases - Rentals	933	914	932	914
Goods and Services	18,220	16,676	16,190	13,232
Legal	2,042	2,071	2,032	2,001
Materials	8,386	7,828	8,386	7,828
Utilities	11,416	9,471	9,883	9,413
Rentals	1,920	1,929	1,672	1,780
General Expenses	4,626	1,432	5,280	1,803
Bad Debts Written off	17	45	12	26
Less: Capitalised Expenses	170	576	170	576
TOTAL MATERIALS AND SERVICES	106,439	101,026	102,435	96,341

Total audit fees quoted by the Queensland Audit Office relating to the 2017-18 financial statements are \$362,500 for Council and \$433,700 for the group. While in 2017, total audit fees were \$275,000 for Council and \$284,500 for the group.

Note 7. Finance Costs

Finance costs - Queensland Treasury Corporation	13,225	13,904	13,225	13,904
Bank Charges	550	358	550	358
Finance Costs associated with the present value of provisions	6	14	6	14
Impairment of inter-entity loan	-	-	22,100	-
Write-down of inter-entity loan	-	-	435	-
TOTAL FINANCE COSTS	13,781	14,276	36,316	14,276

Refer to Note 9 for details about impairment of inter-entity loan.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 8. Cash, Cash Equivalents and Investments

	Consolidated		Council	
	2018	2017	2018	2017
Notes	\$'000	\$'000	\$'000	\$'000
(a) Cash and Cash Equivalents				
Cash at Bank and on Hand	17,189	16,072	11,033	10,447
Cash Equivalent Assets				
- Deposits at Call	59,568	98,304	59,568	98,304
Total Cash and Cash Equivalents	76,757	114,376	70,601	108,751
(b) Investments				
Current				
Term Deposits	69,000	75,000	69,000	75,000
Total Current Investments	69,000	75,000	69,000	75,000
Non-Current				
Shares in Controlled Entities and Other Entities	100	100	510	510
Participation Rights in QUU	409,710	398,953	310,290	310,290
Total Non-Current Investments	409,810	399,053	310,800	310,800
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	555,567	588,429	450,401	494,551

Restricted Cash and Cash Equivalents

Council's Cash and Cash Equivalents are subject to a number of Internal 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	198	279	198	279
Total External Restrictions	198	279	198	279

Internally imposed Expenditure Restrictions at the reporting date:

Future Recurrent Expenditure	3,199	3,334	3,199	3,334
Total Internal Restrictions	3,199	3,334	3,199	3,334

Total Unspent Restricted Cash and Cash Equivalents

	3,397	3,613	3,397	3,613
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Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 8. Cash, Cash Equivalents and Investments (continued)

Cash assets are held in domestic currency denomination and are disclosed at fair value.

Cash, deposits at call and investments are held with financial institutions with a credit rating AA+ to BBB+.

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.

Council holds an equity investment in Queensland Urban Utilities (QUU) which pays participant returns and these are recognised as revenue on receipt. These long term investments are unquoted and there is no active market. As a result, the fair value of these investments cannot be reliably measured therefore they are measured at cost. Refer to Note 23 for further details.

Note 9. Receivables

	Consolidated		Council	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Current				
Rateable Revenue and Utility Charges	4,270	3,184	4,270	3,184
Trade Debtors	16,957	20,530	16,514	19,662
GST Recoverable	3,249	3,033	2,935	3,170
Accrued Interest Revenues				
- Interest on Investments	462	459	462	459
- Interest on Debts	503	366	503	366
Loan to Ipswich City Properties Pty Ltd	-	-	63,777	39,017
Impairment - Loan to Ipswich City Properties Pty Ltd	-	-	(22,100)	-
Impairment - Trade Debtors	(47)	(44)	(47)	(44)
Total	25,394	27,528	66,314	65,814
TOTAL CURRENT RECEIVABLES	25,394	27,528	66,314	65,814
Non-Current				
Loan to Ipswich City Developments Pty Ltd	-	-	-	2,334
Loan to Ipswich Motorsport Park Pty Ltd	-	-	-	450
Total	-	-	-	2,784
TOTAL NON-CURRENT RECEIVABLES	-	-	-	2,784

page 16

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 9. Receivables (continued)

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Movement in Impairment of Receivables				
Opening balance at 1 July	44	39	44	39
<i>Add</i>				
Impairments recognised	144	379	22,244	379
<i>Less</i>				
Impairment debts written off during the year	(35)	(39)	(35)	(20)
Impairments reversed	(106)	(335)	(106)	(354)
Balance at the end of the year	47	44	22,147	44

Ageing of past due receivables and the amount of any impairment is disclosed in the following table:

Receivables

Not past due	22,297	25,521	85,317	66,588
Past due:				
- Less than 30 days overdue	173	109	173	109
- 31 to 60 days overdue	47	20	47	20
- 61 to 90 days overdue	22	40	22	40
- Greater than 90 days overdue	2,902	1,882	2,902	1,882
- Impaired	(47)	(44)	(22,147)	(44)
Total	25,394	27,528	66,314	68,595

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.

Because Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not impair rate receivables.

Interest is charged on outstanding rates at a rate of 11% 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.

Loans and advances are initially recognised at fair value. As no active market exists for these receivables their fair value cannot be reliably measured therefore they are measured at cost. Interest is charged as it accrues based on the rate established for each loan. The loan to Ipswich City Properties Pty Ltd does not have a principal repayment schedule or minimum monthly repayment and functions similar to a line of credit facility. The Ipswich City Development Pty Ltd loan receivable, including all accrued interest, was repaid in full during the year. Also, Council reconsidered its involvement and associated investment in the motorsport precinct at Willowbank resulting in Ipswich Motorsport Park Ltd Pty ceasing all initiatives and activities. Accordingly, the outstanding loan receivable from Ipswich Motorsport Park Ltd Pty has been written down to nil.

The loan to Ipswich City Properties Pty Ltd (ICP) was impaired to its anticipated recoverable amount due to Council's recent decision to wind up ICP (in the short term) which adversely impacts ICP's ability to continue to earn development profits from its assets to repay the loan balance.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 10. Non-current assets held for distribution to owners

	Notes	Consolidated		Council	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Non-current assets held for distribution to owners					
Land		12,750	-	-	-
Total Non-current assets held for distribution to owners - Classified as current		12,750	-	-	-

Reconciliation of non-current assets held for distribution to owners

Opening Balance		-	-	-	-
plus New Transfer in:					
Assets held for distribution to owners from Property, Plant and Equipment	12	12,750	-	-	-
Closing Balance of held for sale Non-Current Assets		12,750	-	-	-

Ipswich City Properties Pty Ltd plan to sell 23 Ipswich City Mall (Civic Area) and 1 Union Place Mall (Administration Building) to Ipswich City Council within one year.

Note 11. Investment Property

Fair value at beginning of financial year		2,000	2,000	-	-
Revaluation adjustment to the income account		(940)	-	-	-
Transfers from/(to) Property, Plant and Equipment	12	9,745	-	-	-
Acquisitions		6,240	-	-	-
TOTAL INVESTMENT PROPERTY		17,045	2,000	-	-

During the 2017-2018 financial period, Ipswich City Properties Pty Ltd (ICP) purchased 2 Bell Street Ipswich. ICP transferred the Ipswich City Square: 163 Brisbane Street Ipswich, 24 Ipswich City Mall, 25 Ipswich City Mall, 27 Ipswich City Mall, Lot 25, Brisbane St Ipswich and 5 Union Place (Murphy's Pub) from freehold land to investment properties.

The fair value model is applied for the investment properties. The difference between the fair value of the investment properties and the carrying amount is included in capital expense in the statement of comprehensive income as loss on revaluation of the investment property.

All investment properties were independently valued by JLL Mortgage Service on 30 June 2018. The process involved a desktop valuation approach.

Ipswich City Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Property, Plant and Equipment

	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	Fair Value	\$'000	Fair Value	\$'000	Fair Value	
Measurement Basis																			
Opening Gross Balance	88,687		297,349		27,328		475,309		119,837		1,149,465		862,059		3,800				3,023,834
Additions*	-	3,784	9,825		3,679	14,619	10,370		55,035		24,845		16,626		17				97,329
Contributed Assets	-	18,414	7,041		1,414										163				66,503
Assets not previously recognised	-	-	-		-		-		(9,100)		-		4,495		-				4,495
Disposals	-	-	-		-		-		(3,220)		(1,855)		(814)		-				(9,100)
Write-offs	-	-	-		-		(68)						(66,982)		-				(5,947)
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	-	(3,815)		-		-								-				(70,750)
Assets classified as held for distribution to owners	-	-	(12,750)		-		-								-				(12,750)
Transfer to Investment Property	-	-	(9,745)		-		-								-				(9,745)
Capital expenditure during the year	196,671																		196,671
Transfer from capital expenditure to additions and contributed assets	(165,833)				-		-								-				(165,833)
Capital expenditure written off to expense	(6,907)				-		-								-				(6,907)
Total Consolidated Gross Value of Property, Plant and Equipment	112,618		293,237		32,421		492,117		122,138		1,227,490		825,754		3,978				3,109,753
Opening Accumulated Depreciation	-		196,652		-		62,191		334,761		208,504		208,504		-				802,108
Depreciation Expense	-		13,146		-		9,917		25,518		626		626		2				59,202
Assets not previously recognised	-		-		-		-		(6,862)		-		-		-				626
Disposals	-		-		-		(34)		(1,069)		-		(304)		-				(6,862)
Write-offs	-		-		-		-		(3,141)		-		(18,621)		-				(4,548)
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-		-		-		-		2		-		-		(2)				(18,621)
Transfers between classes	-		-		-		-		-		-		-		-				-
Total Consolidated Accumulated Depreciation of Property, Plant and Equipment	-		209,772		-		62,801		359,210		200,122		200,122		-				831,905
Total Consolidated Net Book Value of Property, Plant and Equipment	112,618		293,237		32,421		282,345		59,337		868,280		625,632		3,978				2,277,848
Other Information																			
Range of Estimated Useful Life (years)	Not depreciated	Not depreciated	1-100 years	1-45 years	1-45 years	1.5-100 years	15-100 years	15-100 years	Not depreciated										
*Asset Additions Comprise																			
Asset Renewals	-		4,661		-		25,143		500		500		500		-				30,304
Other Additions	-		22,198		5,093		54,737		30,991		180		180		-				140,023
Total Asset Additions	-		22,198		5,093		16,866		14,619		79,880		31,491		180				170,327

Ipswich City Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Property, Plant and Equipment (continued)

	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	Fair Value	\$'000	Fair Value		\$'000
Measurement Bases				Note														
Opening Gross Balance	51,716	-	293,948		23,990	-	415,909	-	115,510	-	1,165,346	-	845,371	-	3,705	-	2,915,495	
Additions*	-	-	803		2,217	-	11,051	-	18,630	-	19,126	-	5,646	-	42	-	57,515	
Contributed Assets	-	-	6,212		998	-	5,956	-	113	-	23,684	-	13,514	-	69	-	50,546	
Disposals	-	-	(350)		-	-	-	-	(5,963)	-	-	-	-	-	-	-	(6,313)	
Write-offs	-	-	-		-	-	(870)	-	(5,391)	-	(3,073)	-	(1,179)	-	(17)	-	(10,530)	
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	-	(4,590)	19	-	-	(15,640)	-	-	-	(1,069)	-	-	-	-	-	(21,299)	
Transfers between classes	-	-	(124)		123	-	58,903	-	(3,062)	-	(54,549)	-	(1,293)	-	1	-	(1)	
Capital expenditure during the year	147,374	-	-		-	-	-	-	-	-	-	-	-	-	-	-	147,374	
Transfer from capital expenditure to additions and contributed assets	(108,495)	-	-		-	-	-	-	-	-	-	-	-	-	-	-	(108,495)	
Capital expenditure written off to expense	(1,908)	-	-		-	-	-	-	-	-	-	-	-	-	-	-	(1,908)	
Assets classified as held for sale	-	-	1,450		-	-	-	-	-	-	-	-	-	-	-	-	1,450	
Total Consolidated Gross Value of Property, Plant and Equipment	88,687	-	297,349		27,328	-	475,309	-	119,837	-	1,149,465	-	862,059	-	3,800	-	3,023,834	
Opening Accumulated Depreciation	-	-	-		-	-	156,253	-	62,956	-	337,256	-	200,526	-	12	-	759,003	
Depreciation Expense	-	-	-		-	-	13,725	-	10,358	-	21,794	-	8,586	-	2	-	54,465	
Disposals	-	-	-		-	-	-	-	(3,872)	-	-	-	-	-	-	-	(3,872)	
Write-offs	-	-	-		-	-	(369)	-	(5,287)	-	(995)	-	(380)	-	(11)	-	(7,042)	
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	-	-	19	-	-	3	-	-	-	-	-	-	-	3	-	3	
Transfers between classes	-	-	-		-	-	25,040	-	(1,964)	-	(23,294)	-	(228)	-	(3)	-	(449)	
Total Consolidated Accumulated Depreciation of Property, Plant and Equipment	-	-	-		-	-	196,652	-	62,191	-	334,761	-	208,504	-	-	-	802,108	
Total Consolidated Net Book Value of Property, Plant and Equipment	88,687	-	297,349		27,328	-	278,657	-	57,646	-	814,704	-	653,555	-	3,800	-	2,221,726	
Other Information																		
Range of Estimated Useful Life (years)	Not depreciated	Not depreciated	Not depreciated		Not depreciated	Not depreciated	3-100 years		1-40 years		1.5-100 years		15-100 years		Not depreciated			
*Asset Additions Comprise																		
Asset Renewals	-	-	-		-	-	1,849	-	-	-	27,801	-	223	-	-	-	29,873	
Other Additions	-	-	7,015		3,215	-	15,158	-	18,743	-	15,009	-	18,937	-	111	-	78,188	
Total Asset Additions	-	-	7,015		3,215	-	17,007	-	18,743	-	42,810	-	19,160	-	111	-	108,061	

Ipswich City Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Property, Plant and Equipment (continued)

	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	Fair Value	\$'000	Fair Value	
Measurement Basis																	
Opening Gross Balance	88,458		271,039		27,328		475,230		119,784		1,149,465		862,059		3,800		2,997,163
Additions*	-	3,784	3,679	9,825	14,619	55,035	10,370	17	10,370	17	24,845	16,626	163	66,503	4,495	(9,100)	66,503
Contributed Assets	-	18,414	1,414	7,041	-	-	-	-	-	-	-	-	-	-	-	-	4,495
Assets not previously recognised	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Write-offs	-	-	-	-	-	(68)	(68)	-	(3,219)	(1,855)	-	(814)	-	-	-	-	(5,946)
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	-	-	-	-	-	-	-	2	-	-	-	-	-	(2)	-	(66,982)
Transfers between classes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure during the year	195,178	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	195,178
Transfer from capital expenditure to additions and contributed assets	(165,833)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(165,833)
Capital expenditure written off to expense	(6,907)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(6,907)
Total Council Gross Value of Property, Plant and Equipment	110,896		293,237		32,421		492,038		122,086		1,227,490		825,754		3,978		3,107,900
Opening Accumulated Depreciation	-	-	-	196,642	-	62,181	-	334,761	-	208,504	-	208,504	-	802,088	-	-	802,088
Depreciation Expense	-	-	-	13,146	-	10,599	-	25,518	-	9,917	-	9,917	-	59,182	2	-	59,182
Assets not previously recognised	-	-	-	-	-	-	-	-	-	-	-	-	-	626	-	-	626
Disposals	-	-	-	-	-	(6,862)	-	-	-	-	-	-	-	(6,862)	-	-	(6,862)
Write-offs	-	-	-	(34)	-	(3,141)	-	-	-	-	(1,069)	-	(304)	-	-	-	(4,548)
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	-	-	-	-	-	-	-	2	-	-	-	(18,621)	-	-	-	(18,621)
Transfers between classes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2)	-	-
Total Council Accumulated Depreciation of Property, Plant and Equipment	-		-	205,754	-	62,779	-	359,210	-	200,122	-	200,122	-	831,865	-	-	831,865
Total Council Net Book Value of Property, Plant and Equipment	110,896		293,237		32,421		282,284		59,307		868,280		625,632		3,978		2,276,035
Other Information																	
Range of Estimated Useful Life (years)	Not depreciated	Not depreciated	Not depreciated	1-100 years	Not depreciated	1-45 years	1-100 years	1.5-100 years	15-100 years	Not depreciated							
*Asset Additions Comprise																	
Asset Renewals	-	-	-	4,661	-	25,143	-	500	-	30,304	-	500	-	30,304	-	-	30,304
Other Additions	-	22,198	5,093	12,205	14,619	54,737	30,991	180	140,023	180	140,023	180	140,023	180	-	-	140,023
Total Asset Additions	-	22,198	5,093	16,866	14,619	79,880	31,491	180	170,327	180	170,327	180	170,327	180	-	-	170,327

Ipswich City Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Property, Plant and Equipment (continued)

Measurement Basis	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 Cost	\$'000 Fair Value	\$'000 Cost	\$'000 Fair Value	\$'000 Cost	\$'000 Fair Value	\$'000 Cost	\$'000 Fair Value		
Opening Gross Balance	52,354	263,048	23,990	415,830	115,492	1,165,346	845,371	19,126	5,646	3,705	2,885,136	42	57,480					
Additions*	-	803	2,217	11,051	18,595	19,126	5,646	42	57,480									
Contributed Assets	-	6,212	998	5,956	113	23,684	13,514	69	50,546									
Disposals	-	-	-	-	(5,963)	-	-	-	(5,963)									
Write-offs	-	-	-	(870)	(5,391)	(3,073)	-	-	(1,179)									
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	(124)	-	(15,640)	(1,069)	(54,549)	-	-	(16,709)									
Transfers between classes	-	-	123	58,903	(3,062)	-	-	-	(1)									
Capital expenditure during the year	146,507	-	-	-	-	-	-	-	-									
Transfer from capital expenditure to additions and contributed assets	(108,495)	-	-	-	-	-	-	-	-									
Capital expenditure written off to expense	(1,908)	-	-	-	-	-	-	-	-									
Assets classified as held for sale	-	1,100	-	-	-	-	-	-	-									
Total Council Gross Value of Property, Plant and Equipment	88,458	271,039	27,328	475,230	119,784	1,149,465	862,059	119,784	862,059	3,800	2,997,163	3,800	2,997,163					
Opening Accumulated Depreciation	-	-	-	158,251	62,955	337,256	200,526	12	759,000									
Depreciation Expense	-	-	-	13,717	10,349	21,794	8,586	2	54,448									
Disposals	-	-	-	-	(3,872)	-	-	-	(3,872)									
Write-offs	-	-	-	(369)	(5,287)	(995)	(380)	-	(7,042)									
Revaluation Adjustment to Equity (Asset Revaluation Surplus)	-	-	-	3	-	-	-	-	3									
Transfers between classes	-	-	-	25,040	(1,964)	(23,294)	(228)	-	(449)									
Total Council Accumulated Depreciation of Property, Plant and Equipment	-	-	-	196,642	62,181	334,761	208,504	62,181	208,504	3,800	802,088	3,800	802,088					
Total Council Net Book Value of Property, Plant and Equipment	88,458	271,039	27,328	278,588	57,603	814,704	653,555	57,603	653,555	3,800	2,195,075	3,800	2,195,075					

Other Information		Not depreciated		3-100 years		1-40 years		1.5-100 years		15-100 years	
Range of Estimated Useful Life (years)		Not depreciated		Not depreciated		Not depreciated		Not depreciated		Not depreciated	

*Asset Additions Comprise		Not depreciated		3-100 years		1-40 years		1.5-100 years		15-100 years	
Asset Renewals	-	-	1,849	-	27,801	-	223	-	29,873		
Other Additions	7,015	15,158	18,708	18,708	15,009	18,937	111	78,153			
Total Asset Additions	7,015	17,007	18,708	18,708	15,009	19,160	111	108,026			

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 12. Property, Plant and Equipment (continued)

(a). Recognition

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.

(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.

(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 and land improvements 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.

(d). Impairment

Property, plant and equipment 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.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 12. Property, Plant and Equipment (continued)

(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 deletions. The valuer then determines suitable indices to apply to each of these assets.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus to that asset class. On revaluation, accumulated depreciation is restated proportionately to the change in the carrying amount of the asset and any charge in the estimate of remaining useful life.

Note 13. Fair Value Measurements

AASB 13 requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

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

Level 2: Inputs that are directly or indirectly observable for the asset or liability, such as prices for similar assets.

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.

Valuation techniques used to derive fair value

Land (level 2)

Land was revalued during 2015 by Cardno (QLD) Pty Ltd using the fair market value approach. The fair value of land was valued using land indices which are derived from Cardno's assessment of movement in land prices based on sales evidence over the past 12 months. Level 2 valuation inputs were used to value land in freehold title as well as land used for special purposes, which is restricted in use under current zoning rules. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

In the intervening years between formal valuations Cardno undertakes a desktop valuation. A desktop valuation for land was performed by Cardno as at the 30 June 2018. The result of the desktop valuation was not significant and therefore no indexation was applied.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Buildings and Structures (level 3)

Buildings and structures were revalued formally using the current replacement cost method (including physical inspection) for the year ended 30 June 2017 as determined by Cardno (QLD) Pty Ltd valuers. Cardno (QLD) Pty Ltd's valuation methodology for buildings and structures included site visits and condition assessment on all buildings, except for a residential building at 812 Riverside Drive Pine Mountain, Rosewood Depot building, Rosewood Depot stores and the Rosewood Depot works office. A desktop valuation for buildings and structures was performed by Cardno as at the 30 June 2018. The result of the desktop valuation was not significant and therefore no indexation was applied.

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 with 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. 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.

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 an external valuation of roads, bridges and footpath assets based on current replacement cost as supplied by Cardno (QLD) Pty Ltd in June 2016. The current replacement cost is based on Cardno's unit rate model.

All other Council infrastructure assets are valued using current replacement cost (CRC). This valuation comprises 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.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

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.

Roads, Bridges, Footpaths and Drainage Network - Calculation of Current Replacement Cost

Roads and Footpaths

Current replacement cost (CRC)

Council categorises its road infrastructure into urban and rural roads and the 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 250m, while rural roads are managed in approximately 500m segments. All road segments are then componentised into formation, pavement and seal. Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on Cardno's unit rate model with 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, cost curves derived by Cardno, and recent contract and tender data. 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. For internal construction estimates, material and services prices were based on existing supplier contract rates or supplier price lists and labour wage rates were based on Council's Enterprise Bargaining Agreement (EBA). All direct costs were allocated to assets at standard usage quantities according to recently completed similar projects. Where construction is outsourced, CRC was based on construction cost.

Council carried out an external valuation of road and footpath assets based on current replacement cost as supplied by Cardno (QLD) Pty Ltd in June 2016. In valuing roads Cardno has adopted the condition assessments as provided by Council engineers and valuations have been undertaken for different categories based on road type such as sealed and unsealed. A desktop valuation for roads and footpaths was performed by Cardno as at the 30 June 2018. The result of the desktop valuation was not significant and therefore no indexation was applied.

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.

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, such as the National Association of Australian State Road Authorities (NAASRA) roughness count, percentage of the seal area cracked, percentage of the seal area with wide cracks, percentage of the seal area potholed, mean rut depth in millimetre, and percentage of the seal area ravelled.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Fair Value Measurements (continued)

Bridges

Current replacement cost (CRC)

A full valuation of bridge assets was undertaken by independent valuers, Cardno (QLD) Pty Ltd, effective 30 June 2016. 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. A desktop valuation for bridges was performed by Cardno as at the 30 June 2018. The result of the desktop valuation was not significant and therefore no indexation was applied.

The inspections of the condition of both vehicular and pedestrian bridges were carried out by a qualified engineering consulting firm (Pitt and Sherry) in June 2016 and July 2018, respectively. Construction estimates were determined on a similar basis to roads and footpaths.

Accumulated Depreciation

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

Flooding and Drainage

Current replacement cost (CRC)

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

CRC is based on Cardno's unit rate model with 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.

Consistent with roads, 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. Where drainage assets are located underground and physical inspection is not possible, the age, size and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date. Construction estimates were determined on a similar basis to roads.

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.

Ipswich City Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 14. Intangible Assets

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Intangible Assets are as follows;				
Software and Intellectual Property				
Opening Gross Carrying Value	45,878	39,539	45,878	39,539
Acquisitions	4,973	6,339	4,969	6,339
Asset Written off	(6,962)	-	(6,962)	-
Closing Gross Carrying Value	<u>43,885</u>	<u>45,878</u>	<u>43,885</u>	<u>45,878</u>
Opening Accumulated Amortisation	(24,179)	(18,363)	(24,179)	(18,363)
Amortisation charges	(5,800)	(5,815)	(5,800)	(5,815)
Asset Written off	6,962	-	6,962	-
Closing Accumulated Amortisation	<u>(23,017)</u>	<u>(24,179)</u>	<u>(23,017)</u>	<u>(24,179)</u>
Opening Software and Intellectual Property WIP	5,152	6,678	5,152	6,678
WIP Expenditure	6,859	6,302	6,862	6,302
Transfer to Additions	(4,969)	(6,339)	(4,969)	(6,339)
Written off to expense	-	(1,489)	-	(1,489)
Closing Software and Intellectual Property WIP	<u>7,045</u>	<u>5,152</u>	<u>7,045</u>	<u>5,152</u>
<u>TOTAL INTANGIBLE ASSETS - NET BOOK VALUE</u>	<u>27,913</u>	<u>26,851</u>	<u>27,913</u>	<u>26,851</u>

Intangible assets with a cost or other value exceeding \$5,000 are recognised as intangible assets in the financial statements, items with a lesser value are expensed. Impairment is assessed annually. Intangible assets have an estimated useful life of up to 10 years. Straight line amortisation has been used with no residual value.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 15. Payables

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Current				
Accrued Interest Expense	595	634	595	634
Creditors and Accruals	26,359	39,824	39,938	37,513
Annual Leave	6,128	5,846	6,128	5,846
Accrued Wages and Salaries	(6)	25	(7)	25
Retention Allowances	90	123	90	123
<u>TOTAL CURRENT PAYABLES</u>	<u>33,166</u>	<u>46,452</u>	<u>46,744</u>	<u>44,141</u>
Non-current				
Retention Allowances	53	74	53	74
<u>TOTAL NON-CURRENT PAYABLES</u>	<u>53</u>	<u>74</u>	<u>53</u>	<u>74</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.

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. As council does not have an unconditional right to defer this liability beyond 12 months annual leave is classified as a current liability.

Retention bonus is an incentive clause to encourage completion of the term of a fixed term employment contract to employees who normally have as a minimum level of responsibility, the management of a branch in Council which is significant in size.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 16. Borrowings

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Current				
Loans - Queensland Treasury Corporation	37,907	19,372	37,907	19,372
<u>TOTAL CURRENT BORROWINGS</u>	<u>37,907</u>	<u>19,372</u>	<u>37,907</u>	<u>19,372</u>
Non-current				
Loans - Queensland Treasury Corporation	195,661	233,436	195,661	233,436
<u>TOTAL NON-CURRENT BORROWINGS</u>	<u>195,661</u>	<u>233,436</u>	<u>195,661</u>	<u>233,436</u>
Reconciliation of Loan Movements for the year				
Opening Balance at 1 July	252,807	260,492	252,807	260,492
Loans Raised	-	10,000	-	10,000
Principal Repayments	(19,240)	(17,685)	(19,240)	(17,685)
Closing Balance at 30 June	<u>233,567</u>	<u>252,807</u>	<u>233,568</u>	<u>252,807</u>

The Queensland Treasury Corporation (QTC) loan market value at the reporting date was \$256,550,691. 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 December 2026 to 15 June 2032. Principal and interest repayments are made quarterly in arrears.

All loans are unsecured except for the loan to finance the activities of Ipswich City Properties Pty Ltd in which Council has provided security of real property with a collective net fair value of \$64.5m for the original \$50m loan between Council and Queensland Treasury Corporation. Specific Council properties provided as security were land and buildings located at 50 South Street Ipswich, 56 South Street Ipswich, 40 South Street Ipswich, 116 Brisbane Street Ipswich, 50 Nicholas Street Ipswich and 37 South Street Ipswich. Council undertook this loan to finance the activities of Ipswich City Properties Pty Ltd in acquiring and redeveloping the Ipswich City Square. This redevelopment will be a significant contribution towards the revitalisation of the Central Business District (CBD) under the Ipswich Regional Centre Strategy. The loan cap is currently \$75m. Further loan details disclosed in Note 31 (f) Transactions with Related Parties.

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

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 17. Provisions

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Current				
Long Service Leave	12,708	12,809	12,708	12,809
Provision for Restoration Costs	-	1,054	-	1,054
<u>TOTAL CURRENT PROVISIONS</u>	<u>12,708</u>	<u>13,863</u>	<u>12,708</u>	<u>13,863</u>
Non-current				
Long Service Leave	1,690	1,644	1,690	1,644
Provision for Perpetual Care Fund	90	80	90	80
<u>TOTAL NON-CURRENT PROVISIONS</u>	<u>1,780</u>	<u>1,724</u>	<u>1,780</u>	<u>1,724</u>
Long Service Leave				
Opening Balance at 1 July	14,453	14,896	14,453	14,896
Additional Provision	2,365	2,212	2,365	2,212
Decrease due to Payments	(2,359)	(2,420)	(2,359)	(2,420)
Remeasurement due to Discounting	(61)	(235)	(61)	(235)
Closing Balance at 30 June	<u>14,398</u>	<u>14,453</u>	<u>14,398</u>	<u>14,453</u>

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.

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.

Refuse restoration

The provision for refuse restoration includes the estimated cost of dismantling and removing the asset and restoring the site on which it is located. The provision recognised for the landfill site is reviewed at least annually and updated based on the facts and circumstances available at the time and if material, restated in present values. In 2016/17 amounts were provided for future restoration costs of Whitwood Road, however during 2017/18 the restoration of the Whitwood Road land fill site was finalised.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Other Liabilities

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Current				
Unearned Revenue	575	361	417	344
Refunds	3,802	152	3,802	152
<u>TOTAL CURRENT OTHER LIABILITIES</u>	<u>4,377</u>	<u>513</u>	<u>4,219</u>	<u>496</u>
Non-Current				
Other Liabilities	1,296	590	1,296	590
<u>TOTAL NON-CURRENT OTHER LIABILITIES</u>	<u>1,296</u>	<u>590</u>	<u>1,296</u>	<u>590</u>

Note 19. Asset Revaluation Surplus

Movements in the asset revaluation surplus:

Balance at beginning of financial year	546,185	567,487	533,212	549,924
Net adjustment to non-current assets at end of period to reflect a change in current fair value:				
Land	(3,815)	(4,590)	-	-
Buildings and Structures	-	(15,643)	-	(15,643)
Roads, Bridges and Footpaths	-	(1,069)	-	(1,069)
Flooding and Drainage	(48,361)	-	(48,361)	-
	(52,176)	(21,302)	(48,361)	(16,712)
Other movements:				
Tfr to Retained Surplus for Asset Disposals	(9,158)	-	-	-
<u>Balance at end of financial year</u>	<u>484,851</u>	<u>546,185</u>	<u>484,851</u>	<u>533,212</u>

Asset revaluation surplus analysis

The closing balance of the Asset Revaluation Surplus comprises the following asset categories:

Land	103,370	116,343	103,370	103,370
Buildings and Structures	75,089	75,089	75,089	75,089
Flooding and Drainage	305,793	354,154	305,793	354,154
Artworks	599	599	599	599
<u>Balance at end of financial year</u>	<u>484,851</u>	<u>546,185</u>	<u>484,851</u>	<u>533,212</u>

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 20. Commitments for Expenditure

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000

(a) Capital Commitments (exclusive of GST)

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, Plant and Equipment

Corporate Finance - IT Infrastructure	3,503	-	3,503	-
Infrastructure Services - Infrastructure	-	16,161	-	16,161
Works Parks and Recreation - Infrastructure	9,530	1,165	9,530	1,165
Total Capital Commitments	13,033	17,326	13,033	17,326

These expenditures are payable as follows:

Within the next year	4,954	14,885	4,954	14,885
Later than one year and not later than 5 years	8,079	2,441	8,079	2,441
Total Payable	13,033	17,326	13,033	17,326

(b) Operating leases (Non Cancellable)

Minimum lease payments in relation to non-cancellable operating leases are as follows:

Within one year	572	856	572	856
One to five years	553	760	553	760
Later than five years	45	-	45	-
	1,170	1,616	1,170	1,616

(c) Contractual commitments

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Corporate Finance - Services Agreement #	4,550	3,806	4,550	3,806
Corporate Finance - IT Service Agreement	16,275	1,554	16,275	1,554
Community and Cultural - Event Management #	-	263	-	263
Corporate Services - Recruitment	-	1,410	-	1,410
Health, Security and Regulatory Services - Operations	7,510	1,705	7,510	1,705
Works Parks and Recreation - Operations	25,094	13,360	25,094	13,360
Works Parks and Recreation - Waste Disposal	11,771	3,845	11,771	3,845
Total Contractual Commitments	65,200	25,943	65,200	25,943

These expenditures are payable as follows:

Within the next year	18,065	15,619	18,065	15,619
Later than one year and not later than 5 years	41,720	10,324	41,720	10,324
Later than 5 years	5,415	-	5,415	-
Total Payable	65,200	25,943	65,200	25,943

Further commitment details disclosed in Note 31 (g) Transactions with Related Parties.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 21. 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.

As at 30 June 2017 the financial statements 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 \$1,737,685 (2017: \$1,863,090).

Note 22. Superannuation

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 defined benefit plan, however Council is not able to account for it as a defined benefit plan in accordance with AASB119 because LGIAsuper is unable to account for its proportionate share of the defined benefit obligation, plan assets and costs.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.

Technically Ipswich City Council can 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.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 22. Superannuation (continued)

The last completed actuarial assessment of the scheme was undertaken as at 1 July 2015. The actuary indicated that "At the valuation date of 1 July 2015, 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 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.

Another actuarial investigation is being conducted as at 1 July 2018. At the time of signing these financial statements this investigation is still in progress.

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.

There are currently 63 entities contributing to the scheme and any changes in contribution rates would apply equally to all 63 entities. Ipswich City Council made 4.83% of the total contributions to the plan in the 2017-18 financial year.

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Superannuation contributions made to the Regional Defined Benefits Fund	9,381	9,477	9,381	9,449
Other superannuation contributions for employees	446	-	446	-
Total superannuation contributions paid by Council for employees	<u>9,827</u>	<u>9,477</u>	<u>9,827</u>	<u>9,449</u>
			Consolidated	Council
			2019	2019
			\$'000	\$'000
Contributions council expects to make to the Regional Defined Benefits Fund for 2018-19			<u>10,837</u>	<u>10,837</u>

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 23. Associates

Council has incorporated the following Associates into its consolidated Financial Statements.

Net Carrying Amounts - Council's Share

Name of Entity	Nature of Relationship	Measurement Method	Principal Place of Business	Council's Share in %
Queensland Urban Utilities (QUU)	Associate	Equity	Brisbane	12.222%

Council holds participation rights of 12.222% in QUU which is a minority interest. Council is considered to have a significant influence over QUU and as such these assets are considered to be an investment in an associate. In applying the equity method the investment in QUU is initially recognised in the statement of financial position at cost and adjusted thereafter to recognise Council's share of the net profit and other comprehensive income of QUU. (Refer to Note 8.) Developer contributions for water and sewerage are held in trust and forwarded to QUU at month end.

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Reconciliation of the Carrying Amount				
Opening balance at 1 July	398,953	383,434	310,290	310,290
Share of Profit for the period	30,956	35,621	-	-
Share of Other Comprehensive Income	65	49	-	-
Dividends received and accrued	(20,264)	(20,151)	-	-
Closing balance at 30 June	409,710	398,953	310,290	310,290

Queensland Urban Utilities

	2018 \$'000	2017 \$'000
Extract from the associate's statement of comprehensive income		
Revenue	1,348,322	1,382,101
Net Profit	253,281	291,449
Other Comprehensive Income	533	399
Total Comprehensive Income	253,814	291,848

Extract from the associates' statements of financial position

Current Assets	332,971	389,964
Non-Current Assets	5,569,303	5,410,712
Current Liabilities	301,705	307,127
Non-Current Liabilities	2,248,337	2,229,329

Net Assets

	3,352,232	3,264,220
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Share of associates net assets

	409,710	398,953
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Transactions with Associate

	2018 \$'000	2017 \$'000
Amounts received or receivable by Council from associate	15	87
Amounts paid or payable by Council to associate	3,092	3,433
Tax received and receivable (QUU operates under a tax equivalent regime)	13,573	13,638
Participation returns received and accrued	20,264	20,151
Water and sewerage contributions held in trust and forwarded to QUU at month end	8,026	7,408

All amounts are exclusive of GST.

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 24. Trust Funds

	Consolidated		Council	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Trust funds held for outside parties				
Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	8,715	8,344	8,715	8,344
Security Deposits	13,180	13,446	13,180	13,446
	<u>21,895</u>	<u>21,790</u>	<u>21,895</u>	<u>21,790</u>

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 unpresented 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 2018

Note 25. Reconciliation of Net Result for the year to Net Cash Inflow/(Outflow) from Operating Activities

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Net result	123,852	127,420	93,230	111,557
Non-cash items				
Depreciation and Amortisation	65,002	60,280	64,982	60,263
Non Cash Capital Grants and Contributions	(68,503)	(50,545)	(68,503)	(50,545)
	<u>(3,501)</u>	<u>9,735</u>	<u>(3,521)</u>	<u>9,718</u>
Losses/(Gains) recognised on fair value re-measurements through the P&L				
Investment Properties	940	-	-	-
Non-current Assets Held for Distribution to Owners	-	600	-	-
	<u>940</u>	<u>600</u>	<u>-</u>	<u>-</u>
Investing and development activities				
Net Losses/(Gains) on Disposal of Assets	25	(7)	25	193
Loss on Write-Off of Assets	1,400	3,488	1,400	3,488
Cash Capital Grants and Contributions	(28,609)	(31,919)	(28,609)	(31,919)
Share of Net (Profits)/Losses of Associates	(10,692)	(15,470)	-	-
Write-down of loan receivable to IMP Pty Ltd	-	-	435	-
	<u>(37,876)</u>	<u>(43,908)</u>	<u>(26,749)</u>	<u>(28,238)</u>
Changes in operating assets and liabilities:				
(Increase)/Decrease in Receivables	2,132	161	2,065	467
Increase/(Decrease) in Provision for Impairment	3	5	22,103	5
(Increase)/Decrease in Inventories	3,384	(613)	114	(173)
(Increase)/Decrease in Prepayments	64	(375)	63	(383)
Increase/(Decrease) in Payables	(13,495)	15,523	2,582	13,802
Increase/(Decrease) in Other Liabilities	4,758	911	4,429	891
Increase/(Decrease) in Provisions	(1,099)	(436)	(1,099)	(436)
	<u>(4,253)</u>	<u>15,176</u>	<u>30,257</u>	<u>14,173</u>
Net cash provided from/(used in) Operating Activities from the Statement of Cash Flows	<u>79,162</u>	<u>109,023</u>	<u>93,217</u>	<u>107,210</u>

Ipswich City Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 26. Reconciliation of Liabilities arising from Financing Activities

	As at 30-Jun-17 \$'000	Cashflows \$'000	Non-Cash Changes (New Leases) \$'000	As at 30-Jun-18 \$'000
Loans	252,808	(19,240)	-	233,568
	<u>252,808</u>	<u>(19,240)</u>	<u>-</u>	<u>233,568</u>

Note 27. Correction of Error

	Consolidated		Council	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000

Correction of error/s relating to a Previous Reporting Period

In applying the requirements of *AASB Interpretation 18 Transfer of Assets from Customers*, Council originally determined that when a developer paid contributions there was a present obligation for Council to construct infrastructure assets in accordance with Council's priority infrastructure plan (PIP). During 2017-2018 Council undertook a review of accounting policies relating to revenue. As a result, Council identified an error in the application of *AASB Interpretation 18 Transfer of Assets from Customers* for developer contribution revenue as Council's PIP did not create a sufficiently specific obligation so no liability should be recognised, hence developer contribution revenue should be recognised immediately.

The correction of the error was applied retrospectively in accordance with *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors* which resulted in eliminating the liability of \$78.8m and recognising this as prior period revenue by adjusting the accumulated surplus.

These amounted to the following Equity Adjustments:

- Adjustments to Opening Equity - 1/7/16 (relating to adjustments for the 30/6/16 reporting year end and prior periods)	-	68,809	-	68,809
- Adjustments to Closing Equity - 30/6/17 (relating to adjustments for the 30/6/17 year end)	-	9,973	-	9,973
Total Prior Period Adjustments - Correction of Error	<u>-</u>	<u>78,782</u>	<u>-</u>	<u>78,782</u>