

IPSWICH CITY COUNCIL

AGENDA

of the

GOVERNANCE COMMITTEE

Held in the Council Chambers

2nd floor – Council Administration Building

45 Roderick Street

IPSWICH QLD 4305

On Tuesday, 3 December 2019
At 12.30 pm or within any period of time up to a maximum of 10 minutes after the conclusion of the Environment Committee.

| MEMBERS OF THE GOV | /ERNANCE COMMITTEE |
|-----------------------------|--------------------|
| Interim Administrator | |
| Greg Chemello (Chairperson) | |

GOVERNANCE COMMITTEE AGENDA

12.30 pm or within any period of time up to a maximum of 10 minutes after the conclusion of the Environment Committee, on Tuesday, 3 December 2019 Council Chambers

| Item No. | Item Title | Page No. |
|----------|--|----------|
| 1 | Operational Plan 2019-2020 Quarter One (Q1) Performance | 11 |
| 2 | Amendments to the 2019-2020 Operational Plan | 45 |
| 3 | Review of Policies - Infrastructure and Environment Department | 91 |
| 4 | Review of Policies - Community, Cultural and Economic | 106 |
| | Development | |
| 5 | Review of Policies - Legal and Governance Branch, Corporate | 158 |
| | Services | |
| 6 | Fraud and Corruption Control Policy | 175 |
| 7 | Media Policy | 187 |
| 8 | Local Law Making Process Policy | 214 |
| 9 | Quote Consideration Plan for .ID Profile | 238 |
| 10 | Changes to Fees and Charges arising from Local Laws review | 284 |
| 11 | Monthly Performance Report - October 2019 | 294 |
| 12 | Quote Consideration Plan - Cohga (Weave) Spatial Software | 304 |
| | Agreement | |
| 13 | Updated Terms of Reference for Council's Standing Committees | 316 |

^{**} Item includes confidential papers

GOVERNANCE COMMITTEE NO. 12

3 DECEMBER 2019

AGENDA

1. OPERATIONAL PLAN 2019-2020 QUARTER ONE (Q1) PERFORMANCE

This is a report concerning an assessment of Ipswich City Council's progress towards implementing the 2019-2020 Operational Plan. Presented is the quarter one data provided by Departmental representatives.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

2. AMENDMENTS TO THE 2019-2020 OPERATIONAL PLAN

Council has a legislative obligation to prepare an annual report and publically report on it quarterly. As a result of undertaking the quarter 1 report (Jul to Sep) a number of items were identified as being core business, were duplicates or won't be completed in the year. The 2019-2020 Operational Plan has been amended to remove these items so that clear and accurate reporting for the operational plan can occur for the remainder of the financial year (quarters 2, 3 and 4). This report is seeking the adoption of the amended 2019-2020 Operational Plan.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the amended 2019-2020 Operational Plan be adopted.

3. REVIEW OF POLICIES - INFRASTRUCTURE AND ENVIRONMENT DEPARTMENT

This is a report concerning governance documents relating to the Infrastructure and Environment Department (IED) that were outlined in the report by the Policy Officer, at Council Ordinary meeting of 16 July 2019. In order to meet the new requirements of Council's Policy and Procedure Framework, changes are required to governance documents and are now to be presented for repeal.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled "Master Planning of Open Space", be repealed.
- B. That the policy titled "Community Facility Name Signs", be repealed.
- C. That the policy titled "Application of No Stopping Devices", be repealed.

4. REVIEW OF POLICIES - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

This is a report concerning a review of policies in relation to the functions of the Community, Cultural and Economic Development Department undertaken in accordance with council's Policy and Procedure Management Framework adopted by Council on 16 July 2019.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policies detailed in Table 1, be repealed.
- B. That the amended policies detailed in Table 2, be adopted.
- C. That the new policy detailed in Table, 3 be adopted

TABLE 1 – Policies to be repealed

| Name of Policy | Adopted at Council | Attachment Number |
|---|--------------------|----------------------|
| Ipswich Outdoor/Nature-Based Recreation Policy | 28 June 2016 | 1 |
| Skate and BMX Facilities Policy | 29 November 2016 | 2 |
| Sport, Recreation and Physical Activity Policy | 21 May 2013 | 3 |
| Multi-Use Sport and Recreation Facilities Policy | 23 April 2013 | 4 |
| Requests to Purchase a City of Ipswich Logo Flag Policy | 21 February 2012 | 5 |
| Sponsorship of Promotional Street Banners Policy | 8 November 2012 | 6 |
| Installation of Claude Identilite Signage Policy | 14 November 2017 | 7 |

TABLE 2 - Amended Policies

| Name of Policy | Adopted at Council | Attachment Number |
|--|--------------------|----------------------|
| Community Donations Policy - Current | 29 January 2019 | 8 |
| Community Donations Policy - Proposed | | 9 |
| Bursaries, Scholarship and Other Funding for | 26 June 2018 | 10 |
| Community Purposes Policy - Current | | |
| Bursaries, Scholarship and Other Funding for | | 11 |

| Community Purposes Policy - Proposed | | |
|--|-----------------|----|
| Community Engagement Policy - Current | 1 December 2015 | 12 |
| Community Engagement Policy - Proposed | | 13 |

TABLE 3 - New Policies

| Name of Policy | Attachment |
|--------------------|------------|
| | Number |
| Active City Policy | 14 |

5. REVIEW OF POLICIES - LEGAL AND GOVERNANCE BRANCH, CORPORATE SERVICES

This is a report concerning the review of policies relating to the functions of the Legal and Governance Branch, Corporate Services, undertaken in accordance with Council's Policy and Procedure Management Framework adopted by Council on 16 July 2019.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

A. That the policies detailed in Table 1, be repealed.

TABLE 1

| Policy | Rationale for Decision | Attachment |
|----------------------------|---|------------|
| General Donations to the | This policy was initially adopted in 2004 to | 1 |
| Ipswich City Council Staff | provide support to the workforce to foster | |
| Social Club | strong working relationships through | |
| | opportunities for social interaction. Over the | |
| | years Council has taken a broader approach to | |
| | employee well-being and has put in place | |
| | programs that provide greater health and | |
| | networking opportunities. Therefore, it is | |
| | considered that this policy can now be repealed | |
| | as it no longer relevant. | |
| Key to the City Policy | These policies have been merged into a new | 2 |
| 5 1 (5) 5 ! | policy entitled Keys to the City and Freedom of | 2 |
| Freedom of Entry Policy | Entry Policy. These honours are both symbolic | 3 |
| | in nature and can be dealt with under the same | |
| | policy. | |
| Hardship Property | This policy has been replaced by the Early | 4 |
| Acquisition Policy | Property Acquisition Policy which was adopted | |
| | by Council on 29 October 2019. | |

B. That the policy detailed in Table 2, be adopted.

TABLE 2

| Policy | Rationale | Attachment |
|-------------------------|--|------------|
| Keys to the City and | This policy details Council's commitment to | 5 |
| Freedom of Entry Policy | conferring appropriate honours to individuals | |
| | who meet the policy criteria as well as a | |
| | symbolic honour for a military unit. This policy | |
| | will replace the two (2) separate policies as | |
| | detailed in table 1. | |

6. FRAUD AND CORRUPTION CONTROL POLICY

This is a report concerning the adoption of the Fraud and Corruption Control Policy a deliverable of Transformation Project 7 – Risk Management.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the policy titled "Fraud and Corruption Control Policy" as detailed in Attachment 1, to the report by the Governance Manager dated 21 November 2019, be adopted.

7. MEDIA POLICY

This is a report concerning a Media Policy which outlines the expectations of elected representatives and staff of the organisation when dealing with the media, and when managing and preparing content for owned channels.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled "Media Policy, as outlined in Attachment 1, be adopted.
- B. That the procedure titled "Media and Communications Procedure" as outlined in Attachment 2, be noted.

8. LOCAL LAW MAKING PROCESS POLICY

This is a report concerning the presentation of Council's Local Law Making Process Policy in the new policy template for adoption. There is no change to the policy or its intent – only readjustment to fit the new template. It identifies the new policy owner and author, Corporate Services, as a result of the recent organisational restructure. It has also been identified that a superseded policy relating to making

and reviewing local laws needs to be repealed. This report is part of the deliverable for Business Transformation Project 9 (Policies, Procedures and Local Laws).

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled "Local Law Making Process Policy" as detailed in Attachment 1, be repealed.
- B. That the policy titled "Making and Reviewing Local Laws and Subordinate Local Laws" as detailed in Attachment 2, be repealed.
- C. That the policy titled "Local Law Making Process Policy as detailed in Attachment 3, be adopted.

9. QUOTE CONSIDERATION PLAN FOR .ID PROFILE

This is a report concerning a Quote or Tender Consideration plan to support the renewal of Ipswich City Council's subscription to online demographic and economic analytics tool, .id Profile. This report has jointly been prepared by the Corporate Planning section (product owner/user) and the ICT Business Support section (where budget resides).

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That Council (Interim Administrator of Ipswich City Council) resolve to prepare a Quote or Tender Consideration Plan for Profile.ID in accordance with section 230(1) (a) of the Local Government Regulation 2012.
- B. That Council (Interim Administrator of Ipswich City Council) resolve to adopt the Quote or Tender Consideration Plan for .id Profile as outlined in the report by the Senior Social Policy Analyst dated 8 November, 2019 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.
- C. That Council (Interim Administrator of Ipswich City Council) resolve to enter into a contract with I.D. Consulting Pty Ltd for a Demographic Information System on the terms described in the report by the Senior Social Policy Analyst dated 8 November 2019 for a period of 4 years, to bring the contract terms in line with Local Government Elections.
- D. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with I.D. Consulting Pty Ltd to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

10. CHANGES TO FEES AND CHARGES ARISING FROM LOCAL LAWS REVIEW

This is a report concerning proposed changes to Council's Register of Fees and Charges arising from the recent Local Laws review.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the 2019-2020 Register of Fees and Charges be amended, as detailed in Attachment 1, and adopted with effect from 10 December 2019.

11. MONTHLY PERFORMANCE REPORT - OCTOBER 2019

This is a report concerning Council performance for the period ending 31 October 2019, submitted in accordance with section 204 of the *Local Government Regulation 2012*.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

12. QUOTE CONSIDERATION PLAN - COHGA (WEAVE) SPATIAL SOFTWARE AGREEMENT

This is a report concerning a Quote Consideration Plan to identify providers that have been classified as a sole or unique provider to Council.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That Council (Interim Administrator of Ipswich City Council) resolve to prepare a Quote Consideration Plan for Cohga (Weave) spatial software suite in accordance with section 230(1)(a) of the Local Government Regulation 2012.
- B. That Council (Interim Administrator of Ipswich City Council) resolve to adopt the Quote Consideration Plan for Cohga (weave) spatial software suite as outlined in the report by the Interim ICT Manager dated 22 November 2019 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.

- C. That Council (Interim Administrator of Ipswich City Council) resolve to enter into a contract with Cohga P/L for the provision of the Weave application on the terms described in the report by the Interim ICT Manager dated 22 November 2019.
- D. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with Cohga P/L to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

13. UPDATED TERMS OF REFERENCE FOR COUNCIL'S STANDING COMMITTEES

This is a report concerning an updated Terms of Reference (TOR) for Council's Standing Committees. The Terms of Reference was first submitted to Council in October 2018 and then again in November 2018. Since that time consultation has been undertaken with the Executive Leadership Team and the Interim Management Committee. As a result of the consultation a suggested updated TOR (to replace the five current Terms of Reference for each of the committees) has been prepared for consideration.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That an amended Terms of Reference for Council's standing committees, as detailed in Attachment 2, be adopted, replacing the five current Terms of Reference for each of the standing committees.

and any other items as considered necessary.

^{**} Item includes confidential papers

Doc ID No: A5882188

ITEM: 1

SUBJECT: OPERATIONAL PLAN 2019-2020 QUARTER ONE (Q1) PERFORMANCE

AUTHOR: CORPORATE PLANNING OFFICER

DATE: 15 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning an assessment of Ipswich City Council's progress towards implementing the 2019-2020 Operational Plan. Presented is the quarter one data provided by Departmental representatives.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity Managing growth and delivering key infrastructure Caring for the community Caring for the environment Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

The 2019-2020 Operational Plan (the Plan) was formally adopted by Council on 10 September 2019. Section 174 of the *Local Government Regulation 2012* states the Chief Executive Officer must present a written assessment of progress towards implementation of the Plan at, a minimum of, quarterly intervals to the local government.

An assessment of each Department's progress during quarter one, being 1 July 2019 to 30 September 2019, has been prepared and is contained in **Attachment 1**. Additionally, Council's Finance Branch provides to Council as a separate report high-level details on the financial performance and rates arrears indicators to support the assessment.

Quarter 1 PROGRESS

Each Department has provided comments on their progress during the first quarter of the 2019-2020 financial year (refer **Attachment 1**). The table below provides a snapshot of the current positioning of each deliverable against the stated target. To clarify the progress statements used in the table, please refer to the below legend:

| Complete | This deliverable has been completed and has achieved the targeted outcome | | |
|-------------------|--|--|--|
| On Target | This deliverable has started and is progressing as planned | | |
| Scheduled | This deliverable has not yet begun, but is scheduled to begin later in the year and be | | |
| | completed within the FY | | |
| Deliverable under | This deliverable requires review to determine changes such as budget, scope, or target | | |
| review | | | |
| At Risk | This deliverable has started, but is at risk of not being completed by the EOFY or not | | |
| | achieving its targeted outcome | | |

Quarter 1: 2019-2020 Snapshot

| Status | Number | % |
|--------------|--------|------|
| Complete | 8 | 3% |
| On Target | 194 | 83% |
| Scheduled | 13 | 6% |
| Deliverable | 14 | 6% |
| under review | | |
| At Risk | 6 | 3% |
| Total | 235 | 100% |

Six deliverables in the first quarter of the 2019-2020 financial year have been identified as 'At Risk'. These deliverables are presented below with At-Risk reports which were provided from the responsible Department (Attachments 2-7).

| KEY ACTIONS | RESPONSIBILITY | OUTCOMES | DELIVERABLES | Attachment |
|--|--|---|---|------------|
| | | | 2019–2020 | |
| STRENGTHENING | OUR LOCAL ECONO | MY AND BUILDING | PROSPERITY (JOBS) | |
| Strategy 6 Diversi | fy the local econom | ıy. | _ | |
| Support tourism opportunities based on heritage assets, events, motor and adventure sports, ecotourism and | Community, Cultural and Economic Development | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed | Maintain a network of best- practice owned digital assets which increase awareness, engagement, or conversation for | 2 |

| nature-based | | with a | target consumers | |
|-----------------------------------|----------------------------|-----------------------------------|--------------------------|--------------|
| recreation, rural areas and farm- | | measurable focus on factors | and the Ipswich | |
| based tourism. | | of employment, | tourism industry. | |
| (9.2/6.4) | | investment, | | |
| (3.2/0.4) | | development | Continue to | 3 |
| | | and export. | enhance the | |
| | | | quality of the city's | |
| | | | destination | |
| | | | magazine and | |
| | | | increase | |
| | | | distribution to | |
| | | | target markets. | |
| | | | Enhance existing | 4 |
| | | | signage using a | |
| | | | placemaking ethos | |
| | | | and plan for | |
| | | | improvements. | |
| CARING FOR OUR | COMMUNITY | | | |
| Strategy 2 Invest i | n data collection, an | alysis and targeted | research to provide th | e evidence |
| base for developm | nent of strategy and | resource allocation | | |
| Develop greater | Community, | Greater | Analyse data | 5 |
| understanding | Cultural and | connectedness | relating to barriers- | |
| of community | Economic | between data/ | to-employment in | |
| needs through | Development | information and | the Ipswich region | |
| community | | decision making. | and develop an | |
| engagement, | | | evidence-based | |
| research and | | | program response. | |
| analysis to | | | 1 0 1 | |
| inform program, | | | | |
| service and | | | | |
| facility planning | | | | |
| and delivery. (9.4/2.1) | | | | |
| | diverse range of ac | tivities to promoto | sustainable, healthy lif | actulas and |
| community well-b | _ | divides to promote | sustainable, nealthy III | cocyico allu |
| - | | Creator family | Davidan and | |
| Implement a | Community, Cultural and | Greater family | Develop and | 6 |
| Community Events program | Economic | participation in public programs. | implement a | |
| across the city | Development | public prograills. | platform to | |
| that includes | Development | | promote school | |
| community and | | | holiday activities | |
| family activities. | | | across the City. | |
| (9.4/5.1) | | | | |
| (3, 3.1) | <u> </u> | l . | | |

| Strategy 7 Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes. | | | | | | |
|--|---|--|--|---|--|--|
| Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2) | Community, Cultural and Economic Development | Obtain 'in- principle' State and Federal Government support. | Develop an Advocacy Strategy for the Ipswich Performance Arts Complex. | 7 | | |

The start of the 2019-2020 financial year has seen council move through a period of significant change following a major internal re-structure during the first quarter. Despite this challenge, collectively Council continues to achieve and strive towards its stated goals. It is acknowledged that competing priorities, unplanned work being scheduled and resource availability have had an impact on Operational Plan outcomes. Despite this Council's achievements can still be regarded as reaching an acceptable standard.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: *Local Government Regulation 2012*

RISK MANAGEMENT IMPLICATIONS

Deliverables that fall within the "At Risk" category for the first quarter of the financial year have been identified above with an explanation and mitigation actions provided by the relevant Department in Attachments 2-7.

FINANCIAL/RESOURCE IMPLICATIONS

Resourcing and budgetary constraints have impacted Council's ability to action a number of the deliverables identified in the 2019-2020 Operational Plan.

COMMUNITY AND OTHER CONSULTATION

The content of this report has been developed from commentary provided by each Department. This information provides an update on Council's progress towards achieving the objectives of Council's 2019-2020 Operational Plan during quarter one.

CONCLUSION

This is a report concerning an assessment of Ipswich City Council's progress towards implementing the 2019-2020 Operational Plan. Presented is the quarter one data provided by Departmental representatives. The beginning of this financial year has seen significant change and challenges for Council with only 9% of deliverables in the Operational Plan are 'under review' or 'at risk' at the end of quarter one.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- 1. Operational Plan Q1 Performance Reporting 🗸 🖺
- 2. At Risk Deliverable CCED 9.2 6.4 Tourism Digital Platform J. 🖺
- 3. At Risk Deliverable CCED 9.2 6.4 Destination Magazine J
- 4. At Risk Deliverable CCED 9.2 6.4 Tourism Signage 🗓 🖺
- 5. At Risk Deliverable CCED 9.4 2.1 Analyse employment data and Develop program
- 6. At Risk Deliverable CCED 9.4 5.1 School Holiday Activities 🗓 🖺
- 7. At Risk Deliverable CCED 9.4 7.2 IPAC Advocacy U

Stephanie Hoffmann

CORPORATE PLANNING OFFICER

I concur with the recommendations contained in this report.

Noelle Hudson

CORPORATE PLANNING MANAGER

I concur with the recommendations contained in this report.

Barbara Dart

MANAGER PERFORMANCE

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

"Together, we proudly enhance the quality of life for our community"

| Operational Plan 19/20 |) | | | Qtr 1 | | |
|--|---|---|---|---|-------------------|--------------|
| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
| STRENGTHENING OUR LO | CAL ECONOMY AND BUILDIN | IG PROSPERITY (JOBS) | | | | |
| Goal 1: Use the competitive advar environment for business investm | | ovide jobs for the growing population and prosp | erity for the city through bus | iness diversification, adapting and responding to technological advances and cr | eating an attract | ive economic |
| trategy 1: Build partnerships and | develop programs to widely promote | investment opportunities and support business d | evelopment and activity in the | e aity | | |
| Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1) 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. | alignment is maintained and championed with a measurable focus on factors of employment, | Deliver a relevant program of regular business development events. | Community, Cultural and Economic Development | The 4th Ipswich Central Business Briefing was held on Tuesday 10 September 2019 and attended by over 90 traders and stakeholders. Stakeholders received an update on the status of the Nicholas Street development and discussed key issues affecting Top of Town and the broader Ipswich Central zone. | On Target | • |
| | Implement a prioritisation & advocacy framework for regionally significant projects. | Community, Cultural and Economic Development | A draft prioritisation and advocacy framework for regionally significant projects has been developed as part of Transformational Project 18. This framework is currently under final review with the project close report expected by early November. | On Target | • | |
| | Provide proactive and reactive contact to local businesses for general enquiries. | Community, Cultural and Economic Development | The Business Ipswich electronic direct mail is sent fortnightly to 550 subscribed business contacts. In Q1, the Office of Economic Development facilitated over 65 enquiries regarding investment opportunities, local business matters, industry development, inbound delegations and land use. OED also developed and promoted the Tradies Pack to support local business in the Nicholas Street redevelopment predict. | On Target | O | |
| | | Provide leadership in the coordination of valued industry and government partners. | Community, Cultural and Economic Development | City of Ipswich Defence Industry Advisory Committee meeting No 15 was held August 2019. The Office of Economic Development attended all 6 Chamber of Commerce events during Q1 and conducted meetings with 6 Queensland Government departments discussing key regional activities. | On Target | O |
| | | Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan. | Infrastructure and Environment | A 10 year plan has been developed and has formed part of current Long Term Financial Forecast. It will be reviewed in the second and third quarter of this financial year. | On Target | O |
| Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2) Ensure an effective framework of priorities, opportunities and align ment is maintained and championed with a measurable focus on factors of employment, investment, development and export. | alignment is maintained and championed with a measurable focus on factors of employment, investment, development and | Deliver targeted interstate and international campaigns to attract new businesses to the city. | Community, Cultural and Economic Development | The Office of Economic Development, working with Ipswich Art Gallery, co- ordinated the Penghzou Artists exchange and facilitate the annual Ipswich & Nerima book exchange program. The Office of Economic Development is developing the itinerary for the ICC visit to Nerima and Taiwan in December 2019 to celebrate the 25 anniversary of the sister city relationship and develop new business opportunities. | On Target | O |
| | | Support key industry forums creating national awareness and engagement. | Community, Cultural and Economic Development | The Office of Economic Development hosted the CEO of Austrade to provide a briefing on Austrade services to assist the defence industry. The Office of Economic Development is collaborating with AlGroup to encourage women professionals participation in manufacturing and to facilitate the Industry 4.0 workshop in July. | On Target | • |
| | | Deliver an audit of key industries and businesses aligned to current and potential export markets. | Community, Cultural and Economic Development | The Office of Economic Development is developing a scope of works for and audit of Ipswich Manufacturing Industry to support the Manufacturing 4.0 program. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|---|---|---|---|-----------|----------|
| Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, | Deliver compelling opportunities for cooperative and co-funded activity. | Community, Cultural and Economic Development | The Office of Economic Development facilitates the Queensland Government's Advancing Regional Innovation Program. This program supports business development activities for entrepreneurs and startups across Ipswich and surrounding local government areas. | On Target | O |
| | investment, development and export. | Provide leadership in the coordination of government, industry and community partners. | Community, Cultural and Economic Development | The Office of Economic Development has worked closely with Trade and Investment Qld and other key regional stakeholders to investigate key priorities sectors for international investment opportunity. | On Target | O |
| | | Provide strong representation of key industries to government trade and investment agencies. | Community, Cultural and Economic Development | The Office of Economic Development represents Ipswich at the SEQ Council of Mayors Economic Development Working Group as scheduled. | On Target | • |
| | | Deliver key industry committees providing leadership, collaboration and coordination of effort. | Community, Cultural and Economic Development | The City of Ipswich Defence Industry Advisory Committee and Ipswich Tourism Operators Network are established and operating. | On Target | O |
| Utilise the city's increasing multiculturalism to diversify economic opportunity in service | Ensure an effective framework of priorities, opportunities and alignment is maintained and | Support community groups or companies progressing innovation initiatives in the city. | Community, Cultural and Economic Development | There are currently 18 active members advancing their innovation ideas at Fire Station 101 with two new members joining in Q1. | On Target | O |
| provision, business development and employment. (9.2/1.4) | championed with a measurable focus on factors of employment, investment, development and export. | Support the delivery of an annual jobs forum to promote employment opportunities and discuss local issues. | Community, Cultural and Economic Development | The Office of Economic Development is collaborating with both State and Commonwealth Governments including Jobs Qld to conduct a Jobs Forum in Ipswich in April 2020. | On Target | O |
| Strategy 2: Provide a full spectrum | of life-long learning opportunities, fr | om early learning through to schooling, vocationa | l training and tertiary education | on that aligns skills and education with emerging employment opportunities | | |
| Promote whole-of-life learning opportunities, particularly early learning and adult learning. | Increased participation in learning opportunities across targeted community groups. | Develop and promote a range of initiatives to facilitate whole-of-life learning for targeted communities. | Community, Cultural and Economic Development | The library's program plan for FY is progressing on target with 568 sessions (31.5% of annual target of 1800) delivered in Q1. | On Target | O |
| (9.2/2.1) | | Provide experiential learning opportunities and engagement. | Community, Cultural and Economic Development | The library's program plan for FY is progressing on target with ongoing Makerspace and Public Programming opportunities to access, learn, create and share via multi-modal engagement. | On Target | O |
| | | Provide self-paced learning opportunities through online tutorials. | Community, Cultural and Economic Development | Library Virtual Branch resources are available 24/7 for members and tutorials are also used in digital literacy training. | On Target | • |
| 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) | 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. | Deliver an innovation program to increase digital technology and skills capability. | Community, Cultural and Economic Development | The Regional Skills Investment Strategy (RSIS) program has worked with key local stakeholders to identify industry gaps in skills and capabilities to be addressed. Business cases are being developed and will be submitted to the Queen sland Government for consideration by end 2019. | On Target | O |
| Ensure state, private and tertiary education facilities match population growth and provide adequate skills and knowledge to | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable | Provide a strong representation of the Ipswich Smart Ciy Program to government and private sector. | Community, Cultural and Economic Development | The Office of Economic Development is working with the Queensland Government and key industry stakeholders to investigate key impacts of mobility and renewable energy opportunities with the City of Ipswich. | On Target | O |
| support local economy and assist people to have rewarding careers. (9.2/2.3) | focus on factors of employment, investment, development and export. | Deliver an expanded program of innovation, entrepreneurship, startup and scale-up services. | Community, Cultural and Economic Development | Fire Station 101 has delivered or collaborated on 13 events / activities during the quarter with more than 340 participants attending. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|---|--|--|-------------------------------|----------|
| Strategy 3: Develop the Ipswich Cit | y Centre as the regional capital of the | e Western Corridor of SEQ and as an important re | gional employment centre | | | |
| Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area (9.2/3.1) | Planned relocation of complete Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19 | Work on the Ipswich City Council Administration building commenced and the development of Nicolas Street near completion. | Coordination and Performance | Hutchinson Builders were engaged and have commenced preliminary works on the new Administration Building, civic space and library. Refurbishment of Nicholas Street and Union Place continued during the quarter with completion of the works anticipated by December 2019. | | • |
| Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides applications for a wide variety of land uses on an ongoing basis. | On Target | • |
| government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living. (9.2/3.3) | appropriate development outcomes. | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | Planning for the Ipswich CBD is a key consideration for drafting the new planning scheme. This an ongoing project over a number of years. | On Target | • |
| Ensure the Ipswich City Centre is well served with appropriate infrastructure, induding digital infrastructure, transport, Infrastructure Plan and are | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are Core Business. Council levies infrastructure contributions in accordance with the LGIP as part of the Development Assessment process. | On Target | O | |
| parklands and public spaces. (9.2/3.6) | delivered through appropriate development outcomes. | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | Planning for the Ipswich CBD is a key consideration for drafting the new planning scheme. This is an ongoing project over a number of years. | On Target | O |
| Strategy 4: Strengthen the local dig | ital economy | | | | | |
| Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local | of the Ipswich Smart City Program. | Deliver a large scale high capacity sensor network to facilitate IoT testing and deployment. | Community, Cultural and Economic Development | Sensor Network program being progressed. This project is to be designed and delivered over several years. This deliverable is under review. | Deliverable under review | 0 |
| digital economy. (9.2/4.1) | | Deliver targeted interstate and international campaigns to attract IoT testing and development. | Community, Cultural and Economic Development | Interstate and international campaigns continue to be delivered as appropriate This deliverable is under review. | . Deliverable under review | • |
| | | Deliver a Smart City Action Plan to strengthen the delivery of investment opportunities under an aligned innovation agenda. | Community, Cultural and Economic Development | Smart City Action Plan to be reviewed as part of Fire Station 101 ongoing business planning. | Deliverable under review | 0 |
| | | Community, Cultural and Economic Development | A new ICC business website is currently being developed to support increased awareness, engagement and conversion of investment opportunities. This site is expected to be implemented early 2020. | On Target | O | |
| Develop a digital incubator hub within the Ipswich CBD.(9.2/4.2) | - | Deliver an expanded program of innovation, entrepreneurship, startup and scale-up services. | Community, Cultural and Economic Development | Fire Station 101 delivered or collaborated on 13 events and activities during Q1 with more than 340 participants attending. | | O |
| | | Support community groups or companies progressing innovation initiatives in the city. | Community, Cultural and Economic Development | ICC established an MOU with Planet Ark Power to support the investigation of innovative Renewal Energy technologies. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|---|---|---|-----------|----------|
| Strategy 5: Support the growth and | d operation of RAAF Base Amberley a | nd associated aerospace and defence support indi | ustries | | | |
| | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development | | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides applications in accordance with relevant Ipswich Planning Scheme provisions relating to the RAAF Base Amberley. | On Target | • |
| | outcomes. | | Planning and Regulatory Services | Planning for the RAAF Base Amberley is a key consideration for drafting the new planning scheme. This an ongoing project over a number of years. | On Target | O |
| Strategy 6: Diversify the local econd | omy | | | | | |
| Support the development of education and research facilities and technology and knowledge- based industries. (9.2/6.1) | _ | Support the attraction of key industry research capabilities and Centres of Excellence. | Community, Cultural and Economic Development | Leveraging from the Queensland Governments CAVI project, ICC is working with MTAQ to investigate the opportunities of establishing a mobility Centre of Excellence in Ipswich. ICC is working with Planet Ark Power to investigate the business case for establishing the Ipswich Virtual Power plant addressing ongoing renewal energy alternatives. | On Target | • |
| | | | Community, Cultural and Economic Development | Fire Station 101 delivered or collaborated on 13 events / activities during Q1 with more than 340 participants attending. | On Target | • |
| Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco- | sed on heritage assets, events, priorities, opportunities and | | Community, Cultural and Economic Development | The tourism publicity plan has delivered \$436,940 in media value in Q1. | On Target | • |
| tourism and nature-based recreation, rural areas and farm- based tourism. (9.2/6.4) | championed with a measurable focus on factors of employment, investment, development and export. | Deliver a dear and consistent destination marketing plan to increase visitation. | Community, Cultural and Economic Development | The destination marketing plan is active. Always on activity has generated: 1 - 15,473 leads to industry 2 - 155,354 consumer engagements 3 - 3,623 consumer enquiries were addressed 4 - 1 VIC volunteer famil held 5 - 25 bus groups serviced. | On Target | • |
| | | Update the Ipswich Planning Scheme to take into account proactive tourism scheme updates enabling reinvestment in existing and new tourism products. | Community, Cultural and Economic Development | Feedback was provided to the planning team as part of their consultation process in drafting the new Ipswich planning scheme and ITON operators were notified to provide their feedback. | On Target | • |
| | | Develop the visitor economy by working with the Ipswich Tourism Operators Network (ITON). | Community, Cultural and Economic Development | The ITON meeting was hosted on 31 July 2019. During Q1, 18 quarterly operator meetings were held and ITON welcomed 8 new members. | On Target | • |
| | | | Community, Cultural and Economic Development | No new applications were received. The ITOPP Consumer program is under review for FY20/21. | On Target | O |
| | | Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners. | Community, Cultural and Economic Development | Ecotourism prospectus project in progress and currently being assessed via the ICC Environment team. | On Target | O |
| | | Support industry in the development of packages targeted at domestic and international trade distribution. | Community, Cultural and Economic Development | The Groups attraction program was launched on 1 July to attract groups to Ipswich and has received 53 inquiries to date and two major famils held for 60 charter group operators. The Ipswich Tourism Operator Partner Program tourism marketing support program is under review. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|--|---|---|-----------------------------|----------|
| | | Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in Ipswich. | Community, Cultural and Economic Development | The development of the tourism annual survey is scheduled for Q3. | Scheduled | 0 |
| | | Grow sporting carnivals and events positioning lpswich as a regional capital attracting participatory, niche and major events. | Community, Cultural and Economic Development | Sports Marketing Australia contract signed, audit completed. Event attraction is progressing. | On Target | 0 |
| | | Maintain a network of best-practice owned digital assets which increase awareness, engagement, or conversation for target consumers and the Ipswich tourism industry. | Community, Cultural and Economic Development | Total visitation to Discoverlpswich.com is 108,471, -43% drop in comparison to year on year results. The website challenges are under investigation. | At Risk | • |
| | | Implement a proactive destination publicity plan to increase awareness of destination lpswich and its hero experiences amongst the identified target audiences. | Community, Cultural and Economic Development | Destination marketing is core business and managed as part of all Discover lpswich activities. This deliverable is under review. | Deliverable under review | O |
| | | Continue to enhance the quality of the city's destination magazine and increase distribution to target markets. | Community, Cultural and Economic Development | Work in progress and scheduled for a Q3 launch. Reduced budget allocation will require a change to serivce delivery. A pre/post campaign is in development to encourage residents and Brisbane residents in western suburbs to order their magazine. | At Risk | O |
| | | Enhance existing signage using a placemaking ethos and plan for improvements. | Community, Cultural and Economic Development | The placemaking signage program requires approval to go out to market (RFQ) and budget amendment consideration for project completion. | At Risk | 0 |
| | | Continue to develop the Discover Ipswich Ambassador Program to enhance and support visitor servicing. | Community, Cultural and Economic Development | The Discover Ipswich Ambassador Program continues to enhance and support visitor servicing. | On Target | O |
| Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable | Support businesses who are actively exporting or representing the city in target markets. | Community, Cultural and Economic Development | The Office of Economic Development is working with Trade and Investment Queensland to promote key export development programs to local business and increase export capability. | On Target | O |
| agriculture are used. (9.2/6.5) | focus on factors of employment, investment, development and export. | Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use. | Community, Cultural and Economic Development | Working with the Australian Rail Track Corporation and other key stakeholders to identify future transport and logistic opportunities leveraging from the Inland Rail project. | On Target | O |
| Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable | Deliver an advocacy and engagement plan focused on economic and workforce priorities. | Community, Cultural and Economic Development | As part of Transformational Project 18, the Office of Economic Developemnt has developed a draft advocacy strategy. This strategy is expected to be adopted by end 2019. | On Target | • |
| | | Support the establishment of key industry Centres of Excellence. | Community, Cultural and Economic Development | Leveraging from the Queensland Governments Cooperative and Automated Vehicle Initiative (CAVI), ICC is working with Motor Trades Association of Queensland to investigate the opportunities of establishing a mobility centre of excellence in Ipswich. | On Target | • |
| | | Deliver a suite of industry capability reports auditing the industry eco-system to identify size, scale, capabilities and priorities. | Community, Cultural and Economic Development | The Office of Economic Development will develop a manufacturing industry program including an audit of the sector's scale and capability. | On Target | O |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|---|---|-------------------------------------|--|-----------|----------|
| Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9) | Ensure relevant provisions are contained in the lpswich Planning Scheme and are delivered through appropriate development outcomes. | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides development applications for emerging business activities and economic opportunities where in accordance with the relevant provisions of the Ipswich Planning Scheme. | On Target | O |
| | | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new lpswich Planning Scheme. | On Target | • |
| MANAGING GROWTH AND | DELIVERING KEY INFRASTR | UCTURE | | | | |
| Goal 2: Plan and develop a vibran | t and sustainable city that accommo | dates the needs of a diverse and growing popula | ation and economy. | | | |
| Strategy 1: Develop a compact, sus | tainable, mixed use urban form that | supports community and economy development | | | | |
| Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes (9.3/1.1) | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes. | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides development applications in accordance with the South East Queensland Regional Plan and the Ipswich Planning Scheme, including provisions relating to the Urban Footprint and protection of natural environmental areas. | On Target | O |
| | | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new lpswich Planning Scheme. | On Target | • |
| Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2) | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides development applications which include a variety of housing types and densities. | On Target | O |
| | outcomes. | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new lpswich Planning Scheme. | On Target | O |
| | Social housing strategy that aligns to projected community needs. | Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the dty provides. | Coordination and Performance | Development of the Affordable Living Policy project is scheduled to start in Q3. | Scheduled | 0 |
| Encourage higher density development around major centres and transport nodes and corridors including sensitive infill development that conserves and | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes. | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides development applications in accordance with the Ipswich Planning Scheme, including provisions relating to infill development and heritage/character significance. | On Target | • |
| responds appropriately to places of heritage character significance. (9.3/1.3) | | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new lpswich Planning Scheme. | On Target | O |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|--|---|--|-----------------------------|----------|
| Develop a strong network of centres to support community connected ness and identity and | Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan. | Ensure optimal community access to relevant Council infrastructure. Develop a strategy to facilitate increased community access to non- | Community, Cultural and Economic Development | Community Development and Community Services Managers to meet Q3 and determine infrastructure needs, design and minimum standards. | On Target | • |
| accessibility to services and facilities that contribute to both | | Council owned infrastructure. | | | | |
| social and economic outcomes. (9.3/1.4) | | Develop and oversee EOI process for the lease of the Augustine Heights community facility. | Community, Cultural and Economic Development | Inspection and review of this facility has identified that the structure presents size and infra-structure limitations. Work continues in regards identifying a suitable alternative engagement for the space. | Scheduled | O |
| | | Develop a Community Infrastructure Strategy (including investment prioritisation framework). | Community, Cultural and Economic Development | The Community Infrastructure Strategy is to be reviewed and delivered as part of the community facilities 10 year capital plan and is subject to further discussion and prioritisation internally. | On Target | O |
| | | Design and deliver a new library service at Rosewood. | Community, Cultural and Economic Development | The Rosewood library project is in construction phase, due for hand over 03/20 and anticipated public launch 04/20. The Council Connect operating model is in progress with prototype services scheduled to start at Springfield Central Library 11/19. | | • |
| | | Design and deliver a collection of library pods at strategic locations throughout the dty. | Community, Cultural and Economic Development | The prototype library pod was launched at Karalee Shopping Centre 10/19 - currently in service evaluation mode until 05/20. This completes this FY deployment with research to inform the 2020 scheduled deployment. | Complete | • |
| | | Develop a Community Infrastructure Strategy to feed into updating the Social Infrastructure Plan. | Coordination and Performance | This item is a duplication of a prior item. This deliverable is under review. | Deliverable under review | 0 |
| | | Relocate Ipswich Central Library to the CBD with renewed service offering. | Community, Cultural and Economic Development | Relocation of the Ipswich Central Library has been pushed back due to change in the facility handover schedule. Handover is now expected 09/20 with relocation to be coordinated aligned to this schedule. NOTE: Children's Library will need to be established as part of the coordination of relocation of CBD Library offering, this is to remain at IGIC building until the new Admin Building i complete. | | • |
| | | Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan. | Coordination and Performance | Community facilities mapping and 10 year draft investment plan delivered to include in further cohesive community and recreational facilities strategy. Social Infrastructure Plan scoping and research stage commenced. | On Target | • |
| | | Effectively manage Council-owned community centres. | Community, Cultural and Economic Development | Riverview Community Centre has been operating for majority of quarter with outstanding items being addressed in a timely manner. DDA Compliance issues remain a work in progress. | On Target | O |
| Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5) | Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable | Deliver a contemporary, clear and consistent positioning and narrative representing the city. | Community, Cultural and Economic Development | Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders to discuss key regional priorities. | On Target | O |
| | focus on factors of employment, investment, development and export. | Provide strong representation of the city in relevant government, community and industry forums. | Community, Cultural and Economic Development | Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders to discuss key regional priorities. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progres |
|---|--|--|-------------------------------------|---|-----------------------------|---------|
| ncorporate relevant provisions nd programs to support esponsible pet ownership. 9.3/1.7) | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved. | Review and update the Cat Management Strategy for the City of Ipswich | Planning and Regulatory Services | The Cat Management Strategy is scheduled for review/update. Scheduled to begin quarter 3. | Scheduled | 0 |
| | | Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp! | Planning and Regulatory Services | Evaluation of the BarkUp! program shows positive community uptake, and promotion is on-going with a view to expand program to other services. | On Target | O |
| | | Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department. | Planning and Regulatory Services | Participation in the design phase of a new Animal Management Centre capital project is ongoing. | On Target | O |
| trategy 2: Provide adequate land | and infrastructure to support commu | nity development and economic activity | | | | |
| Planning scheme provisions to provide an adequate supply of serviced land to accommodate demand for business and | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides development dipplications for subdivisions suitable for future employment generating uses or residential uses. | On Target | O |
| mployment growth and to meet ommunity housing needs. 9.3/2.1) | outcomes. | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new lpswich Planning Scheme. | On Target | O |
| acilitate infrastructure planning nd delivery arrangements with evelopers, government agencies | Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government | Provision of Trafffic and Transport technical advice into major development applications. | Infrastructure and Environment | This is ongoing throughout the year and the technical advice occurs regularly. | On Target | O |
| nd utility providers to ensure | Infrastructure Plan and are delivered through appropriate development outcomes. | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council requires construction of infrastructure in accordance with the Local Government Infrastructure Plan as part of the development assessment process. | On Target | • |
| conomic development. (9.3/2.2) | | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be considered in amending the Local Government Infrastructure Plan post-adoption of the new Ipswich Planning Scheme. | On Target | O |
| trategy 3: Provide a transport sys | tem that supports the safe, reliable a | nd sustainable movement of people and goods fo | r all travel modes | | | |
| Nevelop and implement an Integrated transport plan that Irovides a platform for enabling Inustriable travel choices through the city being well connected for | Ensure delivery of actions and outcomes in the lpswich City Council Transport Plan (iGo) are achieved. | Work towards a 3-4 year plan, design, procurement and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters. | Infrastructure and Environment | The current capital portfolio has a detailed phasing of projects from concept/design, pre-construction and construction over the next three financial years. | On Target | O |
| usiness, freight and visitors; a onvenient and competitive public ransport system; and more ompact and mixed land uses to | | Develop the Detailed Business Case for the Norman Street Bridge Project. | Infrastructure and Environment | Delays have been experienced in the delivery of the preliminary business case. As such, detailed business case will not commence this financial year. Suggested action: delay deliverable until next financial year. | Deliverable under review | O |
| educe trip lengths and make ublic transport, walking and ycling more viable. (9.3/3.1) | | Deliver the actions and outcomes in the: iGO Road Safety Action Plan iGO Freight Action Plan iGO Performance and Data Strategy | Infrastructure and Environment | The iGo Road Safety Action Plan has commenced and is on track to be completed this financial year. The iGo Performance and Data Strategy has gone out as a Request-for-quote and will be completed in the third quarter of the financial year. The iGO Freight Action Plan will also dI for quotes in the second quarter and and due to be completed by the end of the financial year. | | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|---|---|--|----------------|----------|
| | | Deliver the actions and outcomes in the: Albion Street Corridor Plan 2019 Strategic Traffic Count Program 2019 Strategic Intersection Count Program 2019 Strategic Pedestrian & Cycle Count Program Complete the development of the Inner CBD Cycle Network Corridor Plan | Infrastructure and Environment | Procurement activities have occurred in the first quarter of the financial year for all of the strategic count programs. The counts will be undertaken in the second quarter which has been done consistently each financial year. Procurement activities have occurred in the first quarter for the Inner CBD Cycle Network Corridor plan and a consultant engaged. The planning activity will commence in the second quarter and will be finalised in the last quarter. | On Target | O |
| Strategy 4: The city's heritage is co | nserved | | | | | |
| Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1) | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development | | Planning and Regulatory Services | Development assessment activities are core business. Places and items of cultural heritage significance are protected in accordance with the provisions of the Ipswich Planning Scheme and relevant State legislation. | On Target f | O |
| | outcomes | | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new Ipswich Planning Scheme | On Target | • |
| | Preservation and accessibility of digital heritage resources. | | Community, Cultural and Economic Development | Picture Ipswich continues to promote, develop and curate local historical and culturally significant artifacts and stories. Physical artifacts are also promoted and displayed at the Ipswich Central Library. The Viva Cribb Local History collection continues to be developed and promoted, and a new history space is under curation for the Rosewood Library. Public presentations and programs promoting historical and cultural resources are frequently delivered. | On Target | O |
| | | | Community, Cultural and Economic Development | The library Digital Archivist has an outreach schedule to ensure continuous development and curation of the archive collection, with new resources added on a continual basis. | On Target | • |
| | | Preserve and exhibit significant items of cultural heritage relating to Ipswich. | Community, Cultural and Economic Development | Libraries continue to preserve and make accessible historical and cultural resources of significance. | On Target | O |
| 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) | These initiatives continue to be delivered through the Ipswich Heritage Program. | Continue to provide free Heritage Adviser Service. | Planning and Regulatory Services | The free Heritage Adviser Service is ongoing and delivered to meet customer needs. | On Target | O |
| Strategy 5: Provide an integrated o | open space network that is accessible | and meets the recreational needs of residents and | d visitors | | | |
| Provide access to major waterways through waterside parks and linear open space. | through Ipswich's vast linear open | | Infrastructure and Environment | This is ongoing throughout the year and the planning that occurs aligns with the Open Space and Recreation Strategy. | On Target | • |
| (9.3/5.2) | space corridors. | Undertake asset inspections in accordance with the appropriate standards and schedule. | Infrastructure and Environment | This deliverable is on track as per the asset inspection schedule. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progres |
|---|--|---|---|---|-----------|---------|
| | Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks. | | Infrastructure and Environment | This deliverable is on track as per the roads, footpath and drainage maintenance schedule. | On Target | O |
| ARING FOR OUR COMMU | JNITY | | | | | |
| oal 3: Create a city that values it: | s past and embraces opportunities t | o work together for the betterment of the comm | unity. | | | |
| rategy 1: Inform, educate and ce | lebrate with the community those ele | ments of our history that have shaped our identit | у | | | |
| evelop a dear understanding of that unites us and forms the city's lentity. (9.4/1.1) | Active citizen and stakeholder engagement informing strategic marketing and communications. | | Community, Cultural and Economic Development | ICC supported the Greater Springfield Chamber of Commerce business awards held in September 2019 and is supporting the Ipswich Chamber of Commerce business awards to be held in November 2019. | On Target | O |
| | | | Community, Cultural and Economic Development | An updated brand and style guide is being developed to effectively position council as a united dedicated organisation and promote Ipswich as connected city rich with opportunity and collective pride. | On Target | O |
| | Celebration of the contribution of diverse communities. | | Community, Cultural and Economic Development | A supplier has been engaged to develop and draft a Public Art Strategy. The Public Art Strategy is a key deliverable of Council's Arts and Cultural Strategy and, once delivered, will inform the development and implementation of a Public Art Governance Framework. | Scheduled | 0 |
| | | | Community, Cultural and Economic Development | RADF strategic funding has been secured to deliver the Brisbane Street Art Festival partnership in Ipswich in May 2020. This will deliver 2 - 3 murals to the Ipswich Central collection and build the capacity of local and emerging artists through a workshop series. Plans are underway for a reworked 2020 Ipswich Art Awards including stakeholder engagement with the local art community. | On Target | • |
| | | | Community, Cultural and Economic Development | Targeted youth programming is developed and delivered/facilitated by Public Programming Team on a scheduled basis. | On Target | O |
| | | | Community, Cultural and Economic Development | The Community Kitchen Project (a collaborative project between the Community Development and Media Teams) continued throughout this quarter, promoting multiculturalism and diversity through food and stories. Planning for the annual Harmony Day celebration in March 2020 will shortly begin. The Indigenous Insights program was delivered in Q1 and planning is underway for the Celebrate Cultures program scheduled for Q3. | On Target | • |
| wich to align with our identity eng | Active citizen and stakeholder engagement informing strategic marketing and communications. | Deliver the city's most recognised local business news update, research and analysis. | Community, Cultural and Economic Development | The Business Ipswich direct mail is sent to a database of 550 business subscribers fortnightly. The Office of Economic Development, together with marketing and ICT, are working to build a new Business Ipswich website which delivers data, image and resource sets for local and potential businesses. | On Target | O |
| | | - | Community, Cultural and Economic Development | OED, marketing and ICT are working to build a new Business (pswich website which delivers more relevant and accessible digital, image and copy assets. | On Target | O |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|---|--|---|--|-----------------------------|----------|
| | | Deliver targeted interstate and international campaigns to represent the city. | Community, Cultural and Economic Development | An audit and prioritisation of target markets for campaigns and representation over the next year is underway. The Office of Economic Development attended the Australian Pacific Cities Summit (APCS) to reintroduce and begin to reposition the city in the interstate and international market. | | O |
| mplement a regular program of community opinion surveys to rack changes in the values that mpact Council's policy | Decision making informed by community needs. | Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting. | Community, Cultural and Economic Development | Transformation Project 15 is progressing the development and implementation of a whole-of-organisation Community Engagement Framework. | On Target | • |
| levelopment and service delivery. 9.4/1.4) | | Develop and deliver a community sentiment survey to measure trust and confidence. | Community, Cultural and Economic Development | A Pulse Check Survey is scheduled to go live to the community in October 2019 and will measure community sentiment against the first iteration of the survey undertaken in November 2018. | On Target | • |
| | | Develop social policy strategy identifying areas for social policy development across council. | Coordination and Performance | This line is a duplication of an item below. This deliverable is under review. The draft Sodal Policy Framework has been developed and is being assessed and seeking internal stakeholder feedback. | Deliverable under review | 0 |
| | | Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education. | Coordination and Performance | Stakeholder engagement and advocacy are part of all council considerations. Following council restructure, this deliverable does not have a dedicated resource. This deliverable is under review. | Deliverable under review | 0 |
| | | Develop strategies and networks to advocate for improved and timely delivery of essential services like education. | Coordination and Performance | Stakeholder engagement and advocacy are part of all council considerations. Following council restructure, this deliverable does not have a dedicated resource. This deliverable is under review. | Deliverable under review | 0 |
| | | Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a forward program of work. | Coordination and Perfor mance | The draft Social Policy Framework has been developed and is being assessed and seeking internal stakeholder feedback. | On Target | • |
| trategy 2: Invest in data collection | , analysis and targeted research to p | provide the evidence base for development of strat | tegy and resource allocation | | | |
| evelop greater understanding of ommunity needs through ommunity engagement, research | Greater connectedness between data/information and decision making. | Conduct an annual library customer satisfaction survey. | Community, Cultural and Economic Development | An annual library customer satisfaction survey is scheduled for Q3. | On Target | • |
| nd analysis to inform program, ervice and facility planning and lelivery. (9.4/2.1) | | Support the delivery of the annual capital portfolio of works. | Infrastructure and Environment | This is ongoing throughout the year as data and research supports the delivery of the annual capital portfolio. | On Target | • |
| | | Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to the State government for delivery of new schools. | Coordination and Performance | Educational mapping has been completed using projections and has been used to inform meetings with the Department of Education. | Complete | • |
| | | Analyse data relating to barriers-to- employment in the Ipswich region and develop an evidence-based program response. | Community, Cultural and Economic Development | Initial data analysis had been completed. Unscheduled activities have resulted in re-prioritisation of projects. Suggested action: delay deliverable until next financial year. | At Risk | O |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|---|---|---|---|-----------|----------|
| | | Partner with Aboriginal and Torres Strait Islander organisations to develop programs and events that address areas of need and α eation of opportunities. | Community, Cultural and Economic Development | The current memorandum of understanding with Kambu Health, and the Indigicoders partnership have delivered outcomes in Q1 including NAIDOC celebrations, and the Indigenous Sports and Cultural Program. The Indigenous ACCORD 2020-2025 has been drafted collaboratively with the Indigenous ACCORD Working Group and is scheduled to be submitted to Council for adoption by the end of the 19/20 financial year. Council also attended Ipswich Education Youth & Sport Program (IEYSP) Winter School at USQ Ipswich. | On Target | • |
| | | Collate and analyse data in response to requests from stakeholders across Council. Key projects include updating of divisional data sets and responses to intra- and inter- departmental data package requests. | Coordination and Performance | During Q1 preparation for divisional boundary data sets has commenced, community infrastructure data mapped and other data sets delivered as per requests. | On Target | O |
| Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired | Community informed and engaged through planned communication. | Develop a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting. | Community, Cultural and Economic Development | Transformation Project 15 is progressing the development and implementation of a whole-of-organisation Community Engagement Framework. This item is a duplicate. This deliverable is under review. | | 0 |
| social and economic outcomes. 9.4/2.2) | | Define and develop a set of benchmark LGA's. | Coordination and Performance | IT solutions are being investigated via a community profiling tool. Additionally each project across council includes case studies and identification of LGAs benchmark for best practice examples. | On Target | • |
| | | Develop and implement a digital community engagement platform. | Community, Cultural and Economic Development | The digital community engagement platform, Shape Your Ipswich, was launched to the public on 1 October 2019. | Complete | • |
| Establish collaborative agreements or the co-operative development and sharing of socio-economic data across the region. (9.4/2.4) | Ability to benchmark performance across a range of metrics. | Develop data sharing protocols to inform formal agreements on how shared data can be used. | Coordination and Performance | This is an ongoing piece of work that is continually occurring across Council and various projects. During Q1 the Department of Education and Health shared information with ICC to inform current and future projects. | On Target | O |
| | Prioritisation and broad integration of the Ipswich Smart City Program. | Develop and implement an enhanced digital platform to enable stronger engagement, communication, and information sharing and research capabilities. | Corporate Services | The Ipswich Online Refresh is in progress and on track, the Ipswich Mobile App (Progressive Web App) configuration is in progress and on track, and the Hive Platform is in progress and on track. | On Target | • |
| | | Strategically utilise library systems and digital marketing channels to promote engagement and use of resources, events and programs. | Community, Cultural and Economic Development | The library eNewsletter is published bimonthly to 40K members. Facebook and Instagram actively promote resources and programs and facilitate customer engagement. The Virtual Branch is continually developed and curated. A library App has been launched to optimise engagement and discovery. | | • |
| | | Develop and implement a digital community engagement platform. | Community, Cultural and Economic Development | The digital community engagement platform, Shape Your Ipswich, was launched to the public on 1 October 2019. This deliverable is a duplicate. | Complete | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|--|--|---|--|-----------|----------|
| Strategy 3: Adopt and deliver an ex | plicit Community Development fram | ework tailored to the needs of our varied commu | nities | | | |
| Facilitate capacity building through a comprehensive community development training program. (9.4/3.2) | Increased resilience through strength of community leadership. | Develop and implement a program of learning and development for community groups and organisations. | Community, Cultural and Economic Development | The Community Grants Team continues to deliver grant writing workshops for community organisations, with the next workshops scheduled to be delivered in early 2020. | On Target | • |
| | | Develop a community funding framework for the arts and cultural sector. | Community, Cultural and Economic Development | A consultant has been engaged to review and audit all council grants and funding and provide recommendations to council. As a result of this activity, the development of a funding framework for the arts and cultural sector will be considered. | Scheduled | 0 |
| Enhance the capacity of the city's community facilities to link community needs with appropriate services (9.4/3.3) | Planning and design of three (3) new community facilities being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library | Plan and design three (3) new community facilites being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library. | Infrastructure and Environment | The planning and design of these facilities have been completed. Both the Redbank Plains Community Centre and the Springfield Central Library have been constructed. The Rosewood Library is currently under construction and will be completed in the second quarter of the financial year. | Complete | • |
| 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) | Closer alignment to child friendly city principles. | Implement an Ipswich Youth Advisory Council (IYAC) and IYAC Ambassador Program. | Community, Cultural and Economic Development | IYAC continues to perform an important consultative function and has been accessed by other parts of council to provide input and feedback into the development of the Children, Young People and Families Policy and logo development. IYAC members volunteered at Multifest 2019 and a 12 month report is in development to report on the program outcomes to date. The intent, purpose and requirement for the IYAC Ambassador Program requires reevaluation and further consideration. A report is scheduled to be submitted to Coundl in November 2019. | On Target | • |
| | | Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city. | Coordination and Performance | Project plan was finalised and approved in Q1. Stakeholder engagement and consultation are underway. | On Target | O |
| Strategy 4: Foster collaboration, pa | rtnerships and use of evidence to sh | ape service planning and delivery for the benefit o | f our communities | | | |
| 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) | Coordinated social service delivery informed by social data. | Deliver the Home Assist Program to support elderly people and people living with a disabilty to maintain independence in the home of their choice. | Community, Cultural and Economic Development | Demand for Home Assist services remained steady throughout Q1 with 2,398 services being delivered during this period, including 178 new client registrations. The Queensland Community Care program ceased on 30 June 2019 with clients transitioned to new providers under the Queensland Community Support Scheme. | On Target | • |
| Strategy 5: Foster a diverse range o | of activities to promote sustainable, h | ealthy lifestyles and community well-being | | | | |
| Implement a Community Events program across the city that includes community and family activities. (9.4/5.1) | Greater family participation in public programs. | Provide support for the delivery of programs and events for carers, those living with a disability and those at risk of social isolation. | Community, Cultural and Economic Development | A diverse range of programs and events were delivered/facilitated to support family engagement and participation including AUSLAN Storytime, interpreting service at key events, and the Tech Savvy Seniors grant program. The Community Development Team continues to progress the implementation of the 'Weavers Program' (a peer-to-peer program aimed at supporting carers in lpswidh) and a cohort of emergent "Weavers" (experienced carers) has/is being identified. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|---|---|---|---|-----------|----------|
| | | | Community, Cultural and Economic Development | Unscheduled activities within the Community Development Branch have arisen and resourcing and budget has been re-prioritised. Further, this deliverable requires across-Council consultation and collaboration and a whole-of-organisation approach. The Community Development Branch is unable to lead and facilitate this process/project within current resourcing. This deliverable, when able to be actioned, will be valuable for the community. Currently, different departments and branches across Council manage and deliver various school holiday activities, however they are not promoted or advertised in a centralised location. It is suggested that this deliverable be rescheduled for the 2020/2021 financial year. | At Risk | 0 |
| Develop awareness and education programs relating to health care intervention and prevention, | Increased engagement of community members in their own health outcomes. | | Community, Cultural and Economic Development | Words for Wellbeing resource and supporting information continued to be maintained. | On Target | O |
| healthy eating, healthy lifestyles and well-being. (9.4/5.2) | | Engage with local community health providers and community to better understand barriers to community health outcomes. | Community, Cultural and Economic Development | Targeted public programs relating to community health delivered via partnerships/collaborations around immunisation, dental health, hearing services. The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service and is scheduled to be finalised in Quarter 2 of 19/20. | On Target | • |
| | | Research community health outcomes to determine priority focus areas. | Community, Cultural and Economic Development | The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service and is scheduled to be finalised in Quarter 2 of 19/20. | On Target | • |
| | | _ | Community, Cultural and Economic Development | Health Service Providers deliver immunisation, hearing checks, dental education in collaboration with library public programming. | On Target | • |
| | | Analyse data relating to mental health and well- being in the ipswich region and develop an evidence-based program model. | Community, Cultural and Economic Development | The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service and is scheduled to be finalised in Quarter 2 of 19/20. An evidence-based program model has been developed and is being piloted using a localised/place-based approach. | On Target | • |
| the use of active transport and the loc development of walkable, mixed use neighbourhoods. (9.4/5.3) delivered through a | contained in the Ipswich Planning | | Planning and Regulatory Services | Development assessment activities are core business. Council assess and decides development applications in accordance with the relevant provisions of the Ipswich Planning Scheme, including those relating to walkable, mixed use catchments. | On Target | O |
| | development outcomes. | | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new Ipswich Planning Scheme. | On Target | • |
| Acknowledge, promote and upport the success and participation of Ipswich residents and teams in local, regional, national and international sporting | Continue to support and provide Council's sporting Event Sponsorship Program. | Deliver and support Council's sport and recreation funding program. | Community, Cultural and Economic Development | The first round of grants for the financial year have been awarded for sport events, participation programs and minor facilities development. Sport and Recreation Achievement Grants for Queensland and Australian representation for Ipswich residents is progressing well. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|--|---|---|-----------------------------|----------|
| events. (9.4/5.4) | | Deliver active and outdoor recreation participation programs. | Community, Cultural and Economic Development | Sport, recreation, physical activity, active travel and outdoor recreation programs and events for lpswich residents planned and delivered as per program. | On Target | O |
| Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate | Increased cultural tourism. | Deliver a broad range of literary programs and events that facilitate community participation in the arts. | Community, Cultural and Economic Development | Ipswich Poetry Feast, Cocktail Hour program, and the Story Arts Festival all generate visitor attendance from outside the city. | On Target | • |
| Ipswich's cultural heritage and foster cultural development. (9.4/*) | | Develop and deliver a diverse range of high quality exhibitions and activities at the lpswich Art Gallery that build on the cultural capital of the city. | Community, Cultural and Economic Development | The Art Gallery continues to program diverse offering of exhibitions and interactive programming targeting all age groups and cultures. | On Target | O |
| | | Develop programs and events that build the capacity and capability of local artists/ performers. | Community, Cultural and Economic Development | Numerous programs including IFFY, Protégé, Brisbane Street Art Festival, and Multifest have all been delivered with an ongoing commitment to further refin and continue in future. | On Target | O |
| | | Develop a public performance framework to activate public events and spaces. | Community, Cultural and Economic Development | Work has commenced in this space with both City Events and Civic Centre establishing the basis for further development and delivery of a functional framework. | Scheduled | O |
| | | Manage and develop arts venues and assets. | Community, Cultural and Economic Development | All city assets presenting Performing & Visual Arts programming and exhibition are delivered in line with agreed levels and expectations. | on Target | • |
| | | Develop the concept for an Indigenous Cultural Centre that promotes local art, culture and customs. Identify an advocacy pathway. | Community, Cultural and Economic Development | Deliverable under review. On hold, pending progression of native title claims. | Deliverable under review | 0 |
| Strategy 6: Build on the success of | Council's community safety programs | s to address new and emerging issues | | | | |
| Delivery of the Safe City Program aligned to crime prevention and community safety plans. (9.4/6.4) | 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. | Deliver actions from the Safe City capital and operational program for 2019-2020 | Community, Cultural and Economic Development | Capital work is progressing and programmed for delivery this financial year. | On Target | O |
| Facilitate programs, education and awareness on reducing public health risks in the community. (9.4/6.5) | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved. | Develop effective food safety communication materials to support diverse language groups. | Planning and Regulatory Services | Delivery of programs to aid reduction of public health risks, including food safety, are continued to be delivered as part of regular community engagemen programs. | On Target | O |
| Strategy 7: Invest in social infrastru | ucture to build a distinctive Ipswich id | entity and to maximise economic and social outco | omes | | | |
| Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2) | Obtain 'in-principle' State and Federal Government support. | Develop and implement a program of work to deliver Council's Arts and Cultural Strategy. | Community, Cultural and Economic Development | The management, coordination and delivery of Council's Arts and Cultural Strategy is under consideration. The City Events Strategy is currently working to align activities with the Arts and Cultural Strategy. | Scheduled | 0 |
| | | Develop an Advocacy Strategy for the Ipswich Performance Arts Complex. | Community, Cultural and Economic Development | Advocacy strategy for the Ipswich Performing Arts Centre on hold pending decisions regarding Council's longer term capital investment strategy. This is under consideration as part of Council's transformational program of work. Draft business needs analysis and business case completed. | At Risk | 0 |
| | | Deliver output aligned to the Public Art Master Plan for the CBD. | Community, Cultural and Economic Development | An Expression of Interest for public art in the Nicholas Street redevelopment has been released to market. | Scheduled | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|---|--|---|---|-----------------------------|----------|
| | | Deliver placemaking public art in line with community aspirations. | Community, Cultural and Economic Development | Funding has been secured for the Brisbane Street Art Festival to deliver public art in Ipswich in early 2020 and planning for this activity is underway. | On Target | O |
| Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4) | The Library's digital strategy aligns to community expectation and Council's digital aspiration. | Develop and implement the Library Strategy 2018-2022. | Community, Cultural and Economic Development | The draft Library Strategy 2019-2024 needs to be re-scoped due to the major change in Branch and service structure with the inclusion of Council Customer Service. A Key Findings Report has been drafted for October Committee based on the existing draft information. | Deliverable under review | 0 |
| | | Deliver high performing eResource collections. | Community, Cultural and Economic Development | Improved curation and development procedures are being deployed to provide a greater range of eResource content with an increase of multiple simultaneous user models. The ipswich libraries are now delivering an increase in range and availability of digital content for customers. | On Target | O |
| | | Provide digital literacy programming across all age ranges. | Community, Cultural and Economic Development | The digital literacy program plan is progressing on target with 122 sessions (30.5%) of annual target of 400 delivered Q1. | On Target | O |
| Strategy 8: Develop greater comm | unity resilience and readiness | | | | | |
| Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1) | An approved and endorsed Local Disaster Management Plan is in place with an annual review process | Deliver the annual review of the Local Disaster Management Plan. | Infrastructure and Environment | The 19/20 Local Disaster Management Plan was completed and released on 19 July, following a month long consultation and review with the Local Disaster Management Group. | Complete | • |
| Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2) | Emergency Management Strategy to be developed to provide a framework for public information. | Deliver the annual review of the Emergency Management Strategy as part of the required Local Disaster Management Plan yearly review. | Infrastructure and Environment | Annual Emergency Management Assurance Framework (EMAF) submission was made to the Inspector-General Emergency Management. Disaster Managemen Policy and Procedures are in development. A Local Recovery Group has been established and appointed a Local Disaster Coordinator endorsed by Council. | | • |
| Facilitate capacity building and leadership to enhance emergency management resilience in the community. (94/8.3) | Development of a Communication strategy as part of the overall Emergency Management Strategy | Deliver the annual review of the Emergency Management Strategy as part of the required Local Disaster Management Plan yearly review. | Infrastructure and Environment | Emergency management communications deliverables were met through a mixture of face-to-face, print-based and digital engagement and education with community. Campaigns this quarter have focussed on bushfire preparedness and response, particularly for seniors, including digital billboards, Facebook campaigns, and disaster awareness material dissemination and information sessions at 34 locations. | On Target | • |
| Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4) | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes. | Deliver through development assessment. | Planning and Regulatory Services | Development assessment activities are core business. Council assesses and decides development applications in accordance with the relevant provisions of the Ipswich Planning Scheme and State Planning Policy relating to natural hazards. | On Target f | O |
| | outcomes. | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services | All provisions are to be re-evaluated and delivered as part of the new lpswich Planning Scheme. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progres |
|--|---|--|-------------------------------------|---|------------|---------|
| ARING FOR OUR ENVIRO | NMENT | | | | | |
| oal 4: Important areas of native | habitat and vegetation are conserve | d, the city's important waterways are protected | and their water quality enha | nced, and the city responds appropriately to climate change and uses resource | prudently. | |
| rategy 1: Develop and implemen | t an integrated approach to the plann | ing and management of nature conservation ma | tters in partnership with the co | ommunity, private land owners and government agencies | | |
| artnerships Program and nplement changes. (9.5/2.1) | Highly effective partnership program with financial and technical incentives to support conservation and waterway health | Implement and manage the natural environment in accordance with Nature Conservation Strategy. | Infrastructure and Environment | Program review is underway, having undertaken preliminary analysis and engagment of a consultant. Initial stakeholder engagement has been undertaken with internal working group. | On Target | O |
| | improvement on private land. | Deliver the Voluntary Conservation Partnerships Program. | Infrastructure and Environment | Grants are in the process of being delivered. Land Management Payments are in the process of being delivered. Swooping Bird Program is in the process of being delivered. Land for Wildlife inspections are being undertaken and landowner concerns are being addressed over the phone as a result of the review. Workshopsare being shifted to allow for resourcing of the review process. | On Target | O |
| environmental offsets across the strate; (9.5/2.2) brokes strate; offset Nature Koala | 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. | Deliver the Environment and Sustain ability Grants Program. | Infrastructure and Environment | Round one of the Environment and Sustainability Grants Program has been delivered. | OnTarget | • |
| | Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive) | Implement the koala, Brush-tailed Rock Wallaby and platypus recovery plans in accordance with the 19/20 actions. | | Platypus monitoring survey completed this quarter. Discussions with infrastructure providers on adequate fauna crossings have been held. Partnership with Wildlife Queensland is underway to monitor a Brush-tailed Rock Wallaby site within the Flinders Goolman Conservation Estate. On-going pest animal control is undertaken in Council's conservation estates. | On Target | O |
| rategy 2: Waterways are protect | ı ed and managed to achieve enhanced | ı d environmental, ecological and water quality out | comes | | | |
| ork in partnership with property wners, community groups and vernment agencies to protect d better manage important sterways, wetlands and oundwater resources. (9.5/3.1) | Improved waterway and wetland health. | Deliver improved waterway, wetland health and diversity in accordance with the Waterway Health Strategy. | Infrastructure and Environment | Improved waterway and wetland health is being delivered through partnership program, the Franklin Vale Creek initiative and Black Snake Creek resilient Rivers Initiative. | On Target | • |
| plement appropriate pollutant ntrol mechanisms, particularly sediment and erosion during | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan | | Planning and Regulatory Services | Proactive inspections undertaken as required. | On Target | • |
| r sediment and erosion during the construction phase of evelopment. (9.5/3.2) | are achieved. | Deliver formal and informal communications to construction companies and builders on key sediment and erosion matters. | Planning and Regulatory Services | Formal and informal communications are provided as required based on customer needs. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progres |
|--|--|--|-----------------------------------|---|-----------|---------------|
| nsure effective catchment and | Develop and implement the | Develop Ipswich Rivers Strategic Floodplain | Infrastructure and | Consultants have been engaged and are developing the Ipswich Integrated | On Target | |
| oodplain management. (9.5/3.4) | Floodplain Management Strategy. | Management Plan. | Environment | Catchment Plan. | | U |
| | Maintain up-to-date flood studies | Review catchment and flood study reports. | Infrastructure and | Review of catchment and flood study report are core business and ongoing | On Target | |
| | | | Environment | throughout the year. | | G |
| | | Undertake new catchment and flood study reports. | Infrastructure and Environment | The Ipswich Rivers Flood Study is completed and adopted by Council. | Complete | |
| | | reports. | Livioiment | | | |
| | Delivery of the Habitat Connections | Undertake three habitat connection program | Infrastructure and | Habitat Connection plantings are currently being undertaken along the Bremer | On Target | |
| | Program. | plantings at Bundamba Creek, Oppossum Creek and Bremer River. | Environment | River and Opossum Creek. | | U |
| | Delivery of catchment corridor | Implementation of the Ironpot Creek | Infrastructure and | Planning for the FY 19/20 Iron Pot Creek projects is underway. | On Target | |
| | plans | catchment corridor plan. | Environment | | | J |
| rategy 3: Enhance urban greenin | g | | | | | |
| dertake street tree planting and | | Deliver the nine-week program for street tree | Infrastructure and | Stage 1 of the Beautiful Ipswich completed in Riverview and Collingwood Park. | On Target | |
| | implementation of stage 1 "My | planting requests. | Environment | | | |
| getation within road reserves. 5/4.2) | Suburb, My City" Beautification Program for Collingwood Park and | | | | | |
| 3/4.2) | Riverview. | | | | | |
| | Complete Footpath Garden Asset | Deliver identified projects as part of the | Infrastructure and | The My Beautiful Ipswich projects have commenced throughout the first | On Target | |
| | Capture and mapping. | Beautiful Ipswich Program. | Environment | quarter and are due to be completed by the third quarter of the financial year. | | |
| | | | | | | |
| | Complete condition assessment of | Delivery of a completed condition assessment | Infrastructure and | Garden condition assessment in on track as per schedule. | On Target | |
| | existing gardens to identify a possible refurbishment program | on all existing gardens within the City. | Environment | | | G |
| | Strategic plan identifying possible | Deliver an Urban Greening Strategy. | Infrastructure and | An Urban Greening Policy framework is scheduled to commence in Q3. | Scheduled | |
| | street tree planting opportunities | | Environment | | | |
| | (where are there gaps) and develop | | | | | O |
| | a Street Tree Planting Program | | | | | |
| | Strategic Plan identifying possible | Deliver an Urban Greening Strategy. | Infrastructure and | An Urban Greening Policy framework is scheduled to commence in Q3. | Scheduled | |
| | footpath garden capital | | Environment | | | \cap |
| | opportunities (New) and develop a Footpath Garden Capital Program | | | | | |
| | Review current maintenance | Completion of the review of maintenance | Infrastructure and | A review of the maintenance program for street trees and footpath gardens in | On Target | |
| | program, including street trees and | l . | Environment | progress. | | |
| | footpath gardens | | | | | |
| | | Prepare contracts for departmental programs. | Infrastructure and Environment | Contracts are developed as programs are approved. | On Target | |
| | | E | l-f | | O- T | $\overline{}$ |
| | | Ensure maintenence of Council's conservation | Infrastructure and Environment | Conservation estate maintenance is on track per schedule. | On Target | |
| | | estates as per schedule. | Livionment | | | |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|--|--|-------------------------------------|---|-----------|----------|
| | | Ensure maintenence of Council's streetscape areas as per schedule. | Infrastructure and Environment | Streetscape maintenance is on track per schedule. | On Target | • |
| | | Ensure maintenence of Council's urban forest estate as per schedule. | Infrastructure and Environment | Urban forest maintenance is on track per schedule. | On Target | • |
| | | Provide 100,000 plants/year through the annual free plant program. | Infrastructure and Environment | The free tree program has been scheduled and communication sent to residents. | On Target | • |
| | | Develop open space capital program for Council's consideration. | Infrastructure and Environment | Development of the open space capital program is on track per schedule. | On Target | • |
| | | Ensure maintenence of Council's open space network is delivered as per schedule. | Infrastructure and Environment | Delivery of open space maintenance is on track per schedule. | On Target | • |
| rategy 4: Use resources efficientl | y and sustainably | | | | | |
| aste is treated as a resource and minimised through reducing, eusing and recycling. (9.5/5.1) | Maximise diversion of waste from landfilling through the kerbside recycling & green waste services | Increase waste diverted from landfill at the Recycling and Refuse Centres. | Infrastructure and Environment | Diversion of wste is on track per schedule. | On Target | • |
| | and public transfer stations. | Increase recycling diverted from domestic collection & disposal services. | Infrastructure and Environment | Diversion of domestic recycling is on track per schedule. | On Target | • |
| | | Increase domestic green waste diverted from domestic refuse service. | Infrastructure and Environment | Diversion of domestice green waste is on track per schedule. | On Target | • |
| ater is treated as a precious source within a total water cycle anagement framework. (9.5/5.3) | | Review and report on water efficiency measures for Council. | Infrastructure and Environment | Water efficiency measures review and report are scheduled for delivery in Q3. | Scheduled | 0 |
| | Identify and deliver water saving projects, inlcuding the use of technology for minimising water use in Council facilities and sports fields | Review and report on water efficiency measures for Council. | Infrastructure and Environment | Irrigation review report on track. | On Target | • |
| | Finalise and implement the Corporate Environmental Sustainablity Plan | Identify and implement Energy Efficiency Project. | Infrastructure and Environment | Projects as part of the Sustainability Plan are underway. Work is currently being undertaken in assessing and quantifying the cost to be carbon neutral by 2021. Scoping of this deliverable is under review. | 1 | O |
| | Delivery of stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens | Delivery of the stormwater improvement project as identified in the 19/20 capital and operational budgets. | Infrastructure and Environment | Community consultation for Stage 3 and 4 of the Small Creek Naturalisation Project has commenced. | On Target | O |
| trategy 5: Improve environmental | l awareness, education and complian | 08 | | | | |
| nsure appropriate compliance is indertaken in relation to littering, umping and air and water bllution. (9.5/6.2) | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved. | Service requests are managed within approved service level agreements. | Planning and Regulatory Services | The Customer Request on time delivery target of 85% is being met. | On Target | O |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|--|---|---|--|-----------------------------|----------|
| ISTENING,LEADING AND F | FINANCIAL MANAGEMENT | | | | | |
| oal 5: Visionary and accessible le | adership is provided that consults a | nd communicates on key decisions and delivers | sound financial management | and good governance outcomes | | |
| trateav 1: The Mavor and Council | lors represent the Ipswich community | and provide strong visionary leadership | | | | |
| The accessibility to and the visibility of the Mayor and Councillors are maintained. 9.6/1.1) | | Deliver a contemporary, clear and consistent positioning and narrative representing the city. | Community, Cultural and Economic Development | An updated brand and style guide is being developed to effectively position council as a united dedicated organisation and promote Ipswich as connected city rich with opportunity and collective pride. This deliverable is a duplicate. This deliverable is under review. | Deliverable under review | 0 |
| , | Elected members have capacity, resources and are accessible within the community. | Provide support, resources, and up to date information about Council activities and initiatives via multiple channels including Council's online presence and physical Council facilities across the city in order to maintain high standards of service delivery. | Coordination and Performance | Council activities and initiatives continue to be broadcast via multiple channels | On Target | O |
| The Mayor and Councillors continue to promote and advocate on behalf of the city and | Elected members undertake roles and responsibilities to a high standard. | Support and provide guidance for elected members in accordance with the Act and Code of Conduct. | Coordination and Performance | An induction program for incoming Councillors is under development. | On Target | • |
| the community. (9.6/1.2) | | Respond effectively to issues impacting on the City and community. | Coordination and Performance | Appropriate ICT tools are being put in place to assist elected representatives respond effectively to issues impacting on the city and community. | On Target | • |
| | | Ensure effective, timely and responsible policy and decision making. | Coordination and Performance | The Interim Administrator in his legislated capacity is continuing policy review. | On Target | • |
| | Monitor and review Council's performance, strategic and operational reporting. | Implement and operationalise a fit for purpose ICT contract management framework to ensure that Council's ICT spend is compliant and monitored to deliver value and outcomes. | Corporate Services | ICT has a draft Contract Management Framework. An overarching Contract Management and Contract Admin framework will be developed in conjunction with Transformational Project 3 (Procurement), with the contract management function being centre lead to ensure consistency across Council. | | O |
| | | Monitor and review Council's performance, strategic and operational reporting to ensure alignment to strategic and operational activities in accordance with the Act. | Coordination and Performance | Transformational Project 1 is currently developing a clear corporate reporting framework. | On Target | • |
| trategy 2: Provide comprehensive | and meaningful community engager | nent to inform Council decision making | | ' | | |
| ouncil decisions are better nformed through meaningful ngagement with the community 9.6/2.1) | Data and information provided to Council reflects community needs | Strategic oversight of Council's Community Reference Groups. | Community, Cultural and Economic Development | The Community Development Branch continues to manage and coordinate Council's five strategic Community Reference Groups. | On Target | • |
| Council maintains a key focus on ustomer service and meeting the leeds of the community. (9.6/2.3) | Meet or exceed corporate targets for customer service standards. | Achieve first-point-of-contact resolution when answering customer enquiries - target 80%. | Community, Cultural and Economic Development | The grade of service have been achieved as per performance targets set according to contract. | On Target | • |
| | | Answer incoming customer calls within 20 seconds - target 85%. | Community, Cultural and Economic Development | The grade of service have been achieved as per performance targets set according to contract. | On Target | • |
| | | Complete customer service requests to the corporate standard - target 95%. | Community, Cultural and Economic Development | The grade of service have been achieved as per performance targets set according to contract. | On Target | • |

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|--|--|--------------------|--|-----------|----------|
| | | Register and task all types of incoming Council mail within the first business day of receipt - target 98%. | Corporate Services | The Information Management Unit continue to register and task incoming emails as per the agreed service level agreement. | On Target | • |
| | | Register and task all types of incoming Council emails within the first business day of receipt - target 98%. | Corporate Services | The Information Management Unit continue to register and task incoming emails as per the agreed service level agreement. | On Target | O |
| Strategy 3: Implement initiatives th | at strengthen governance skills and | knowledge | | | | |
| 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) | Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making. | Deliver training, development and resources to Councillors and staff to enable and support effective, information, timely and impartial decision making. | Corporate Services | Transformational Project 13 (Return to Elected Representation) is progressing as per schedule to ensure new elected councillors will receive a comprehensive induction program in March 2020. Training and communications will also be provided to staff to ensure they are aware of the Councillors responsibilities in interacting with staff. | On Target | • |
| | occion manny. | Develop and implement an effective development program for Council leaders to improve alignment with Line of Sight principles and improve support in embracing cultural changes. | Corporate Services | Transformational Project 13 (Return to Elected Representation) is progressing as per schedule to ensure new elected councillors will receive a comprehensive induction program in March 2020. Training and communications will also be provided to staff to ensure they are aware of the Councillors responsibilities in interacting with staff. | On Target | • |
| | | Develop a HR Strategy and business plan that aligns with organisational strategies and goals. | Corporate Services | A People and Culture Branch Strategic Plan has been developed detailing goals, actions, accountabilities and timeframes. The Strategic Plan has been reviewed by the Executive Leadership Team and Interim Management Committee and referred to Transformational Project 2 Steering Committee for ratification. | On Target | • |
| | | Develop effective performance measures that ensure HR services meet business stakeholder needs. | Corporate Services | Accountabilities and responsibilities have been assigned to key personnel with specified target dates. Performance measures are currently being developed with anticipated completion December 2019. | On Target | • |
| | | Implement employee awareness sessions through the Line of Sight program. | Corporate Services | ELT have decided to dissolve the Line of Sight Program and the associated Program Leadership Team. Accordingly, no further "I'm Aware" sessions will be facilitated. It is acknowledged that there is still significant improvement required in the culture of the organisation. The future plan is to embed activities that support our desired culture into all that we do, rather than have a separate project tasked with improving culture. | Complete | • |
| Council information is accurate and managed effectively to ensure appropriate access, confidentiality | | Ensure Corporate policies and procedures are current. | Corporate Services | Prolity and porcedure fframework has been adopted and policies are currentely being reviewed. | On Target | • |
| and security. (9.6/3.2) | | RTI and Privacy applications are received and processed within applicable timeframes. | Corporate Services | All RTI and IP applications are processed in accordance with legislative requirements. | On Target | • |
| | | Administrative Action Complaints, Privacy and Publication Scheme Complaints and external agency reviews are processed within legislative timeframes. | Corporate Services | A Complaints Management Framework has been adopted. All complaints are now triaged and managed through the Complaints Management Unit. | On Target | • |
| | | Provide greater ease of use and functionality of external interfaces to provide greater transparency to constituents. | Corporate Services | Both the Ipswich Online Refresh and Ipswich Mobile App (Progressive Web App) configuration are in progress and on track | On Target | • |

Q1 2019-20 Reporting

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|---|--|--|-------------------------------------|--|-----------|----------|
| | Review and maintain Council's enterprise risk management framework | Implement and embed an Enterprise Risk Management Program. | Corporate Services | In accordance with Transformational Project 7 (Risk Management Framework), a Corporate Risk Register and Department Risk Registers have been created. A Business Continuity Framework, Plan, and Business Impact Analysis templates have been developed. During the next quarter the Business Continuity Plans will be refined and responsibilities explained to relevant staff. | On Target | • |
| | | Implement regular monitoring and reporting of strategic and operational risks. | Corporate Services | A reporting framework is currently being established and will be implemented to commence in the new calendar year. The reporting will include identification of risks, risk mitigation, evaluation of mitigation success, lessons learnt, etc. | _ | O |
| Strategy 4: Maintain a financially su | ustainable and resilient approach to | budgeting | | | | |
| Aim to operate Council's finances with a modest surplus. (9.6/4.1) consistent with long-term financial targets. | | Ensure the contract management framework improves productivity and performance of ICT contracts and assets. | Corporate Services | ICT has a draft Contract Management Framework. An overarching Contract Management and Contract Admin framework will be developed in conjunction with Transformational Project 3 (Procurement), with the contract management function being centre lead to ensure consistency across Council. | On Target | O |
| | | Regularly update and review Council's long term financial plan. | Corporate Services | The Long Term Financial Forecast will be reviewed as part of any budget amendment and annual budget process. No amendments have occurred this financial year to date. | On Target | 0 |
| | | Review input assumptions and financial sustainability targets as part of the long term financial plan's preparation. | Corporate Services | All assumptions will be reviewed as part of the annual budget process. | On Target | 0 |
| | | Prepare Council's annual budget in line with the long term financial plan's financial targets. | Corporate Services | Scheduled to be prepared and adopted in June 2020. | On Target | • |
| | | Monitor and report Council's performance compared to budget. | Corporate Services | This is core business as monthly financial reports against budget are prepared and submitted to Council. | On Target | • |
| Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for | Effectively manage revenue sources relative to debt and service levels. | Manage Council's debt in accordance with Council's debt policy. | Corporate Services | Councils debt and payments monitoring continue regularly throughout the year and aare updated as part of the budget process. | On Target | • |
| assets only'. (9.6/4.2) | | Forecast Council's debt position as part of Council's long term financial planning and budget process. | Corporate Services | Scheduled as part of Council's annual budget preparation. | On Target | • |
| | | Monitor and review Council's financial performance ratios and targets. | Corporate Services | Council's performance and ratio's are monitored on a monthly basis and as part of it annual financial statements. | On Target | • |
| Strategy 5: Good neighbourly relation | ons are maintained through effective | e dispute resolution, community education and co | mpliance | | | |
| information, education and tools to minimise and, if necessary, | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved. | 1 - | Planning and Regulatory Services | Scripting review being undertaken to ensure consistency across all customer facing collateral. | On Target | O |
| obligations under laws and regulations. (9.6/5.1) | | Ensure communications to the community on compliance matters are customer focussed/centric. | Planning and Regulatory Services | Scripting review being undertaken to ensure consistency across all customer facing collateral. | On Target | O |

Q1 2019-20 Reporting

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility | Progress Statement | Status | Progress |
|--|--|--|-------------------------------------|---|-----------|----------|
| Council undertakes inspections and appropriate compliance action in respect to nuisance Council Health and Amenity Plan | | Ensure service requests are managed within approved service level agreements. | Planning and Regulatory Services | In Q1, 3189 service requests were addressed with on time delivery of KPIs 85% met. | On Target | • |
| activities. (9.6/5.2) | are achieved. | Ensure inspections are conducted as per licensing and permitting requirements. | Planning and Regulatory Services | Inspections conducted in line with legislative requirements. | On Target | • |
| Strategy 6: Maintain a consistent o | and efficient approach to laws and co | mpliance activities across the city | | | | |
| 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 | | Council's website and scripting is continually reviewed and updated to provide clear advice and information on how to apply and comply with licences and permits issued by Council. | Planning and Regulatory Services | Scripting review being undertaken to ensure consistency across all customer facing collateral. | On Target | O |
| legislation. (9.6/6.1) | | Ensure communications to the community on licensing and permitting are customer focussed/centric. | Planning and Regulatory Services | Scripting review being undertaken to ensure consistency across all customer facing collateral. | On Target | • |
| Council will undertake programmed inspections and patrols and will respond to | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan | Ensure service requests are managed within approved service level agreements. | Planning and Regulatory Services | In Q1, 3189 service requests were addressed with on time delivery of KPIs 85% met. | On Target | • |
| to ensure quality of life is being maintained across the city. | are achieved. | Ensure inspections are conducted as per licensing and permitting requirements. | Planning and Regulatory Services | Inspections conducted in line with legislative requirements. | On Target | • |
| (9.6/6.2) | | Ensure patrols are undertaken as per approved service level agreements. | Planning and Regulatory Services | Patrols are conducted according to service level agreements and customer service requirements. | On Target | • |
| Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3) | The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly. | Undertake a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019. | Coordination and Performance | Local Law review carried out through Tranformational Program. Amended local laws to commence 1 November 2019. | On Target | • |

AT RISK DELIVERABLE ACTION PLAN

| If a department id in a quarterly repo | | | | | | _ |
|--|------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-----------------------------|
| Deliverable: 1. Maintain a n | etwork of best-practic | e owned digital assets which | ch increase awareness, eng | gagement, or conversation fo | r target consumers and th | e lpswich tourism industry. |
| Theme: STRENGTI | HENING C | UR LOCAL | ECONOMY A | AND BUILDIN | G PROSPE | RITY (JOBS) |
| Strategy: Goal 1/ | Strategy | 6: Divers | sify the loc | cal econon | ny. | |
| Key Action: Support tourism | apportunities based on | heritage assets, events, mo | tor and adventure sports, ec | o-tourism and nature-based re | ecreation, rural are as and fa | nm-based tourism. (9.2/6.4) |
| Approved Target: 1 | 90300 s | ite visits | Expecte | ed Target: 10 | 08471 site | visits |
| Budget amount allo | cated: C | ore Busine | ess | | | |
| Department leading | g delivery | Commur | nity, Cultur | al and Eco | nomic De | velopment |
| ssues that have 43 mpacted the deliverable: | 3% drop | in compari | son to year | on year re | sults. | |
| Financial | N/a (0) | Minimal (1) | Minor (2) | Moderate (3) | Major (4) | Catastrophic (5) |
| | • | 0 | 0 | 0 | 0 | 0 |
| Legal & Governance | • | | | | \bigcirc | |
| Political / Reputation | 0 | | | | | |
| | 0 | | | | 0 | |
| Community and Environment | 0 | 0 | 0 | • | 0 | 0 |
| Health & Safety Employee wellbeing and morale | • | 0 | 0 | 0 | 0 | 0 |
| Business Impact Service/project Delivery Business Continuity | 0 | 0 | 0 | 0 | • | 0 |
| Information Confidentiality, Integrity and Accessibility | • | 0 | 0 | 0 | 0 | 0 |
| efer to <u>Key Risk Assessment</u> | | er information re | garding scaling al | oove. | | |
| lanned steps of ac | | o undorina | osti astisa | | | |
| he website challe | enges an | e under inv | restigation. | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | _ | | ~ | <u> </u> | | |
| General Manager a | | btained: | Yes | O No | | |
| General Manager si | ignature: | | | | | |

AT RISK DELIVERABLE ACTION PLAN

| If a department id in a quarterly report | | | | | | _ |
|--|------------------------|-----------------------------|------------------------------|------------------------------|-------------------------------|------------------------------|
| Deliverable: Continue to enhance the quality of the city's destination magazine and increase distribution to target markets. | | | | | | |
| Theme: STRENGT | HENING C | OUR LOCAL | ECONOMY A | AND BUILDIN | IG PROSPE | RITY (JOBS) |
| Strategy: Goal 1/5 | Strategy | 6: Divers | sify the loc | al econor | ny. | |
| Key Action: Support tourism | opportunities based on | heritage assets, events, mo | tor and adventure sports, eo | o-tourism and nature-based r | ecreation, rural are as and f | arm-based tourism. (9.2/6.4) |
| Approved Target: N | Mail drop | to all reside | nts Expecte | ed Target: 🕞 | Reduced | drop |
| Budget amount allo | cated: R | Reduced | | | | |
| Department leading | g delivery | Commur | nity, Cultur | al and Eco | nomic De | velopment |
| Issues that have Brimpacted the deliverable: | udget red | | | | | |
| Financial | N/a (0) | Minimal (1) | Minor (2) | Moderate (3) | Major (4) | Catastrophic (5) |
| | • | 0 | 0 | 0 | 0 | |
| Legal & Governance | • | 0 | 0 | 0 | 0 | 0 |
| Political / Reputation | 0 | • | 0 | 0 | 0 | 0 |
| Community and Environment | • | 0 | 0 | 0 | 0 | 0 |
| Health & Safety Employee wellbeing and morale | • | 0 | 0 | 0 | 0 | 0 |
| Business Impact Service/project Delivery Business Continuity | 0 | 0 | • | 0 | 0 | 0 |
| Information Confidentiality, Integrity and Accessibility | 0 | 0 | • | 0 | 0 | 0 |
| Refer to Key Risk Assessment | Tool for furth | er information re | garding scaling at | oove. | | |
| Planned steps of ac Work in progress a will require a chan to encourage resid magazine. | and sche | rvice delive | ery. A pre/p | ost campa | ign is in de | evelopment |
| General Manager a | pproval o | btained: | O Yes | O No | | |
| General Manager si | ignature: | | | | | |

AT RISK DELIVERABLE ACTION PLAN

If a department identifies a deliverable as at-risk of not meeting its approved target, in a quarterly report for the Operational Plan, the below must be completed.

Deliverable: Enhance existing signage using a placemaking ethos and plan for in

Theme: STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

Strategy: Goal 1/Strategy 6: Diversify the local economy.

Key Action: Support iouram opportunities based on haritage essets, events, motor and adventure apports, eco-tourism and natives-based recreation, narel areas and farm-based lourism; (9,26,4)

Approved Target: Q4

Expected Target: Q4

Budget amount allocated: \$0.00

Department leading delivery: Community, Cultural and Economic Development

deliverable:

Issues that have impacted the Project was not prioritised as part of the 19/20 budget process therefore it does not have a current budget allocation.

Budget would be used for an initial consultation on a whole-of-city signage and

wayfinding plan to inform council's approach to signage.

| | N/a (0) | Minimal (1) | Minor (2) | Moderate (3) | Major (4) | Catastrophic (5 |
|--|---------|-------------|-----------|--------------|-----------|-----------------|
| Financial | 0 | 0 | 0 | 0 | 0 | 0 |
| Legal & Governance | • | 0 | 0 | 0 | 0 | 0 |
| Political / Reputation | 0 | 0 | 0 | • | 0 | 0 |
| Community and Environment | 0 | 0 | 0 | 0 | 0 | 0 |
| Health & Safety Employee wellbeing and morale | • | 0 | 0 | 0 | 0 | 0 |
| Business Impact Service/project Delivery Business Continuity | • | 0 | 0 | 0 | 0 | 0 |
| Information Confidentiality, Integrity and Accessibility | • | 0 | 0 | 0 | 0 | 0 |

Refer to Risk and Issues Model for further information regarding scaling above.

Planned steps of action:

Review of 19/10 budget amendments may provide initial funding. Otherwise an allocation will be required as part of 20/21 budget process and tested as a priority project.

| General Manager approval obta | ined: Yes | O No |
|-------------------------------|-----------|------|
| General Manager signature: | (T) | |

AT RISK DELIVERABLE ACTION PLAN

in a quarterly report for the Operational Plan, the below must be completed.

If a department identifies a deliverable as at-risk of not meeting its approved target, Deliverable: Analyse data relating to barriers-to-employment in the Ipswich region Theme: CARING FOR OUR COMMUNITY Strategy: Goal 3/Strategy 2: Invest in data collection, a nalysis and targeted research to provide the evidence base for development of strategy and resource allocation. Key Action: 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) Approved Target: end of 19/20 fin yr Expected Target: Unknown. Budget amount allocated: \$0.00 Department leading delivery: Community, Cultural and Economic Development Issues that have
Unscheduled activities within the Community Development Branch have arisen and resourcing has been re-prioritized to other projects, specifically the Transformation Project #15. A number of activities have arisen throughout the development of TP#15 which have been prioritized, in particular Community Reference Groups. While the Community Research and Engagement Team has been able to undertake an initial data analysis, further progress has been delayed and will continue to be delayed throughout the remainder of this financial year as TP#15 now looks to implement an Operating Model for community engagement and as this may have impacts across the Branch in relation to utilization of resources. deliverable: N/a (0) Minimal (1) Minor (2) Moderate (3) Major (4) Catastrophic (5) Financial (ullet)Legal & Governance (ullet)Political / Reputation (ullet)Community and Environment (ullet)Health & Safety Employee wellbeing and morale (ullet)Business Impact Service/project Delivery (ullet)**Business Continuity** Information Confidentiality, Integrity (ullet)and Accessibility Refer to Risk and Issues Model for further information regarding scaling above. Planned steps of action: This deliverable is unable to be completed in the 19/20 financial year. It is proposed that with the drafting and development of the 20/21 operational plan that further consideration is given to the scope of this deliverable and, if determined that the deliverable still requires actioning, that it then be included in the 20/21 operational plan. General Manager approval obtained: Yes General Manager signature:

AT RISK DELIVERABLE ACTION PLAN

If a department identifies a deliverable as at-risk of not meeting its approved target, in a quarterly report for the Operational Plan, the below must be completed.

Deliverable: Develop and implement a platform to promote school holiday activiti

Theme: CARING FOR OUR COMMUNITY

Strategy: Goal 3/Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.

Key Action: Implement a Community Events program across the city that includes community and family activities. (9.4/5.1)

Approved Target: By end of 19/20 fin yr. Expected Target: By end of 20/21 fin yr.

Budget amount allocated: 35,000.00

Department leading delivery: Community, Cultural and Economic Development

deliverable:

Issues that have impacted the Unscheduled activities within the Community Development Branch have arisen and resourcing and budget has been re-prioritized to these projects (these projects are the management of the Riverview Community Centre and the review and certralization of Council grants and funding). The \$35,000 budget has been reallocated to these two projects in the amounts of \$15,000 (for programming and activities) and \$20,000 (towards consultant fees) respectively. Further, his deliverable requires across-Council consultation and collaboration and or whole-d-organisation approach. The Community Development Branch is unable to lead and facilitate this process/project within current resourcing.

| | N/a (0) | Minimal (1) | Minor (2) | Moderate (3) | Major (4) | Catastrophic (5) |
|--|---------|-------------|-----------|--------------|-----------|------------------|
| Financial | • | 0 | 0 | 0 | 0 | 0 |
| Legal & Governance | • | 0 | 0 | 0 | 0 | 0 |
| Political / Reputation | • | 0 | 0 | 0 | 0 | 0 |
| Community and Environment | • | 0 | 0 | 0 | 0 | 0 |
| Health & Safety Employee wellbeing and morale | • | 0 | 0 | 0 | 0 | 0 |
| Business Impact Service/project Delivery Business Continuity | • | 0 | 0 | 0 | 0 | 0 |
| Information Confidentiality, Integrity and Accessibility | • | 0 | 0 | 0 | 0 | 0 |

Refer to Risk and Issues Model for further information regarding scaling above.

Planned steps of action:

This deliverable, when able to be actioned, will be valuable for the community. Currently, different departments and branches across Council manage and deliver various school holiday activities, however they are not promoted or advertised in a centralised location. This project seeks to develop a solution to this situation and, accordingly, it is considered that the deliverable is one which Council should continue to explore. It is suggested that this deliverable be rescheduled for the 2020/2021 financial year. This reschedule will allow the above-mentioned two projects to complete and for resourcing to become available.

| General Manager approval obtained: | Yes | O No |
|------------------------------------|-----|------|
| General Manager signature: | | |

AT RISK DELIVERABLE ACTION PLAN

If a department identifies a deliverable as at-risk of not meeting its approved target, in a quarterly report for the Operational Plan, the below must be completed.

Deliverable: Advocacy strategy for the IPAC on hold pending decisions regarding

Theme: MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE

Strategy: Goal 3/Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.

Key Action: Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2)

Approved Target: Expected Target: Qtr 3 2019/20

Budget amount allocated: 0.00

Department leading delivery: Community, Cultural and Economic Development

Issues that have No set budget allocated for further scoping; appetite stalled due to potential delivery costs of the total build being in excess of \$150m bringing into question the business model supporting the project

| | N/a (0) | Minimal (1) | Minor (2) | Moderate (3) | Major (4) | Catastrophic (5) |
|--|---------|-------------|-----------|--------------|-----------|------------------|
| Financial | 0 | 0 | 0 | 0 | 0 | 0 |
| Legal & Governance | 0 | • | 0 | 0 | 0 | 0 |
| Political / Reputation | 0 | • | 0 | 0 | 0 | 0 |
| Community and Environment | 0 | • | 0 | 0 | 0 | 0 |
| Health & Safety Employee wellbeing and morale | • | 0 | 0 | 0 | 0 | 0 |
| Business Impact Service/project Delivery Business Continuity | 0 | • | 0 | 0 | 0 | 0 |
| Information Confidentiality, Integrity and Accessibility | 0 | • | 0 | 0 | 0 | 0 |

Refer to Risk and Issues Model for further information regarding scaling above.

Planned steps of action:

Recommend that this project be re-assessed in order to determine financial viability and, pending this assessment, a decision made to either re-commence advocacy and business planning or abandon and commence scoping and financial analysis/validation for potential extension and refurbishment of existing Civic Centre facility.

| General Manager approval obtained: | O Yes | No |
|------------------------------------|-------|----|
| General Manager signature: | | |

Doc ID No: A5882865

ITEM: 2

SUBJECT: AMENDMENTS TO THE 2019-2020 OPERATIONAL PLAN

AUTHOR: CORPORATE PLANNING OFFICER

DATE: 15 NOVEMBER 2019

EXECUTIVE SUMMARY

Council has a legislative obligation to prepare an annual report and publically report on it quarterly. As a result of undertaking the quarter 1 report (Jul to Sep) a number of items were identified as being core business, were duplicates or won't be completed in the year. The 2019-2020 Operational Plan has been amended to remove these items so that clear and accurate reporting for the operational plan can occur for the remainder of the financial year (quarters 2, 3 and 4). This report is seeking the adoption of the amended 2019-2020 Operational Plan.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the amended 2019-2020 Operational Plan be adopted.

RELATED PARTIES

There are no related parties associated with this report.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

The deliverables of an Operational Plan are developed to identify the activities that council would undertake in the financial year to progress the implementation of the Corporate Plan (2017-2022). The Operational Plan was adopted by Council in June 2019 with some minor amendments adopted by Council in September 2019.

While preparing the operational plan's first-quarter reporting (period 1 Jul to 30 Sep) it was acknowledged that the plan contained a significant number of items identified as core business, were duplicates or not funded.

The Operational Plan 2019-2020 contained 235 items, a combination of:

179 deliverables identified as core business.

- 47 deliverables identified as a project/initiative
- 9 deliverables identified as deliverable under review (these are items that won't be delivered in 2019-2020 or are duplicate listings in the plan).

At the Executive Leadership Team (ELT) meeting held on 30 October 2019, the removal of core business from the Operational Plan was endorsed with final approval to be sought through Council. This means for quarters 2, 3 and 4 a Quarterly Performance Report will be distinct in reporting the operational plan progress separately to core business. Each Departmental representative identified which deliverables were core business that could be captured through separate reporting (**Attachment 1**) and provided justification for the deliverables that are duplicates or won't be delivered in the year and should be removed (**Attachments 2-10**). Note that the justification forms in the attachments have been either signed electronically or written confirmation was emailed by the relevant General Manager to Corporate Planning.

Based on the ELT endorsement the 2019-2020 Operational Plan has been amended and is presented for adoption (**Attachment 11**).

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

By amending the Operational Plan 2019-2020 and removing core business items it provides the reader a true reflection of what the Operational Plan is to deliver in the financial year without the plan being overloaded with core business delivery. The amended plan makes it clear on what the key projects/initiatives are for the year. The amendments mitigate potential political and reputation risks for Council by not providing clear and transparent reporting.

FINANCIAL/RESOURCE IMPLICATIONS

There are some items that were listed in the original operational plan but were not funded in the corresponding budget. There is no real financial impact in those cases. Where funding has been allocated, a budget variation will need to occur between the Department and Treasury.

COMMUNITY AND OTHER CONSULTATION

- Key officers from across Council were engaged in reviewing the plan following the identification of core business and duplicate items which included relevant Branch and Section managers.
- The Executive Leadership Team (ELT) were engaged by reviewing the proposed changes to the plan for their Departments and Council as a whole.

CONCLUSION

As a result of undertaking the quarter 1 report (Jul to Sep) a number of items were identified as being core business, were duplicates or won't be completed in the year. The 2019-2020 Operational Plan has been amended to remove these items so that clear and accurate reporting for the operational plan can occur for the remainder of the financial year (quarters 2, 3 and 4). This report is seeking the adoption of the amended 2019-2020 Operational Plan.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

Core Business currently in Operational Plan U 1. 2. Deliverable under review CCED 9.2 4.1 (Smart City) $\sqrt[4]{2}$ 3. Deliverable under review CP 9.3 1.4 (Community Infrastructure Strategy) J. L. Deliverable under review IE 9.3 3.1 (Norman Street Bridge) U 4. Deliverable under review CP 9.4 1.4 (Social Policy Development) 🗸 🖺 5. Deliverable under review CP 9.4 1.4 (Advocacy Framework) Usa 6. 7. Deliverable under review CCED 9.4 2.2 (Community Engagement Framework) 🗓 🚨 Deliverable under review CCED 9.4 2.5 (Digital Community Engagement Platform) 8. J Adebi 9. Deliverable under review CCED 9.4 _ (Indigenous Cultural Centre) # 12 Deliverable under review CCED 9.4 7.4 (Library Strategy) $\sqrt[4]{2}$ 10. Amended Operational Plan 2019/20FY J. 🛣 11.

Stephanie Hoffmann

CORPORATE PLANNING OFFICER

I concur with the recommendations contained in this report.

Noelle Hudson

CORPORATE PLANNING MANAGER

I concur with the recommendations contained in this report.

Barbara Dart

MANAGER PERFORMANCE

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

"Together, we proudly enhance the quality of life for our community"

| Key Actions | Outcomes | Deliverables 2019-2020 | Responsibility |
|---|---|---|--|
| STRENGTHENING OUR LOCAL ECONOMY A | | | |
| Goal 1: Use the competitive advantages of | the Ipswich economy to provide jobs for the growing popu | lation and prosperity for the city through business | |
| Strategy 1: Build partnerships and develop p | | | |
| Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1) | 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. | Deliver a relevant program of regular business development events. Implement a prioritisation & advocacy framework for regionally significant projects. Provide proactive and reactive contact to local businesses for general enquiries. Provide leadership in the coordination of valued industry and government partners. | Community, Cultural and Economic Development Infrastructure and Environment |
| Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2) | 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. | Plan. Deliver targeted interstate and international campaigns to attract new businesses to the city. Support key industry forums creating national awareness and engagement. Deliver an audit of key industries and businesses aligned | Community, Cultural and Economi <u>Development</u> Community, Cultural and Economi <u>Development</u> Community, Cultural and Economi Development |
| Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3) | 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. | Deliver compelling opportunities for cooperative and co- funded activity. Provide leadership in the coordination of government, industry and community partners. Provide strong representation of key industries to government trade and investment agencies. Deliver key industry committees providing leadership, | Community, Cultural and Economic Development |
| Utilise the city's increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. (9.2/1.4) | 1 | | Community, Cultural and Economi <u>Development</u> Community, Cultural and Economi Development |

| Promote whole-of-life learning | Increased participation in learning opportunities across | Develop and promote a range of initiatives to facilitate | Community, Cultural and Economic |
|--|---|---|---|
| opportunities, particularly early learning | targeted community groups. | whole-of-life learning for targeted communities. | Development |
| and adult learning. (9.2/2.1) | | engagement. Provide self-paced learning opportunities through online | Community, Cultural and Economic <u>Development</u> Community, Cultural and Economic Development |
| 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) | 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. | Deliver an innovation program to increase digital | Community, Cultural and Economic Development |
| facilities match population growth and provide a dequate skills and knowledge to | 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. | Program to government and private sector. Deliver an expanded program of innovation, | Community, Cultural and Economic Development Community, Cultural and Economic Development |

| Strategy 3: Develop the Inswich City Centre of | s the regional capital of the Western Corridor of SEO and as | an important regional employment centre | |
|---|--|--|---------------------------------------|
| Strategy 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre | | | |
| Maintain a strong Council presence within | Planned relocation of complete Administrative Services | Work on the Ipswich City Council Administration building | Coordination and Performance |
| the Ipswich CBD as the main administrative | and Hub Library to new development in Ipswich CBD by | commenced and the development of Nicolas Street near | |
| centre for the Local Government Area | 2018/19 | completion. | |
| (9.2/3.1) | | | |
| Facilitate the development of Ipswich City | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| Centre with a vibrant mix of land uses | Planning Scheme and are delivered through appropriate | NA | Diameter and Demokratic Complete |
| including government offices and services, | development outcomes. | | Planning and Regulatory Services |
| commercial premises, retail, key community | | provisions and amend/update where necessary. | |
| facilities, food and beverage outlets and | | | |
| higher density inner city living. (9.2/3.3) | | | |
| Ensure the Ipswich City Centre is well | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| served with appropriate infrastructure, | Planning Scheme and the Local Government | | |
| including digital infrastructure, transport, | Infrastructure Plan and are delivered through appropriate | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| parklands and public spaces. (9.2/3.6) | development outcomes. | provisions and amend/update where necessary. | l l l l l l l l l l l l l l l l l l l |
| | | provisions and amendy update where necessary. | |
| Strategy 4: Strengthen the local digital econo | | | |
| Review critical success factors and develop | Prioritisation and broad integration of the Ipswich Smart | Deliver a large scale high capacity sensor network to | Community, Cultural and Economic |
| a plan, including a digital infrastructure | City Program. | facilitate IoT testing and deployment. | Development |
| plan, to support the development of a | | Deliver targeted interstate and international campaigns | Community, Cultural and Economic |
| vibrant local digital economy. (9.2/4.1) | | to attract IoT testing and development. | Development |
| | | Deliver a Smart City Action Plan to strengthen the | Community, Cultural and Economic |
| | | , | Development |
| | | linnovation agenda. | Jevelopinent |
| | | Deliver high performing digital assets which drive | Community, Cultural and Economic |
| | | lawareness, engagement and conversion. | Development |
| Develop a digital incubator hub within the | Prioritisation and broad integration of the Ipswich Smart | Deliver an expanded program of innovation, | Community, Cultural and Economic |
| Ipswich CBD.(9.2/4.2) | City Program. | entrepreneurship, startup and scale-up services. | Development |
| . , , , , | ' - | Support community groups or companies progressing | Community, Cultural and Economic |
| | | | Development |
| Strategy 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries | | | |
| Protect RAAF Base Amberley from land uses | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| and activities that would impact on its | Planning Scheme and are delivered through appropriate | | |
| operational integrity. (9.2/5.1) | development outcomes. | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| , | · | provisions and amend/update where necessary. | |

| Strategy 6: Diversify the local economy | | | |
|---|--|--|----------------------------------|
| Support the development of education and | Prioritisation and broad integration of the Ipswich Smart | Support the attraction of key industry research | Community, Cultural and Economic |
| research facilities and technology and | City Program. | capabilities and Centres of Excellence. | Development |
| knowledge-based industries. (9.2/6.1) | | Deliver an innovation program to increase digital | Community, Cultural and Economic |
| | | technology and skills capability. | Development |
| Support tourism opportunities based on | Ensure an effective framework of priorities, opportunities | Deliver a targeted publicity plan promoting key products | Community, Cultural and Economic |
| heritage assets, events, motor and | and alignment is maintained and championed with a | and experiences. | Development |
| adventure sports, eco-tourism and nature- | measurable focus on factors of employment, investment, | Deliver a clear and consistent destination marketing plan | Community, Cultural and Economic |
| based recreation, rural areas and farm- | development and export. | to increase visitation. | Development |
| based tourism. (9.2/6.4) | | Update the Ipswich Planning Scheme to take into | Community, Cultural and Economic |
| | | account proactive tourism scheme updates enabling | Development |
| | | reinvestment in existing and new tourism products. | |
| | | Develop the visitor economy by working with the | Community, Cultural and Economic |
| | | Ipswich Tourism Operators Network (ITON). | Development |
| | | Enhance the tourism partner program to support | Community, Cultural and Economic |
| | | increased operator marketing activity, increased | Development |
| | | customer service levels and support employment in the | ' |
| | | city. | |
| | | Target growth of investment and activation in | Community, Cultural and Economic |
| | | appropriate council land via a targeted ecotourism | Development |
| | | investment prospectus aimed at securing commercial | |
| | | ecotourism partners. | |
| | | Support industry in the development of packages | Community, Cultural and Economic |
| | | targeted at domestic and international trade | Development |
| | | distribution. Develop the industry state-of-play barometer annual | Community, Cultural and Economic |
| | | survey to measure the health of the tourism industry in | Development |
| | | Ipswich. | Development |
| | | Grow sporting carnivals and events positioning Ipswich | Community, Cultural and Economic |
| | | as a regional capital attracting participatory, niche and | Development Development |
| | | major events. | |
| | | Maintain a network of best-practice owned digital assets | Community, Cultural and Economic |
| | | which increase awareness, engagement, or conversation | |
| | | for target consumers and the Ipswich tourism industry. | |
| | | | |
| | | Implement a proactive destination publicity plan to | Community, Cultural and Economic |
| | | increase awareness of destination Ipswich and its hero | Development |
| | | experiences amongst the identified target audiences. | |
| | | Continue to enhance the quality of the city's destination | Community, Cultural and Economic |
| | | magazine and increase distribution to target markets. | Development |
| | | Enhance existing signage using a placemaking ethos and | Community, Cultural and Economic |
| | | plan for improvements. | Development |

| inue to develop the Discover Ipswich Amb | bassador Community, Cultural and Economic |
|--|---|
| o enhance and support visitor servici | cing. Development |
| | |

| Support transport, logistics, and | Ensure an effective framework of priorities, opportunities | Support businesses who are actively exporting or | Community, Cultural and Economic |
|---|--|---|----------------------------------|
| manufacturing industries, particularly | and alignment is maintained and championed with a | representing the city in target markets. | Development |
| where local SEQ Western Corridor products | measurable focus on factors of employment, investment, | Provide assistance and advocacy for key industries | Community, Cultural and Economic |
| and agriculture are used. (9.2/6.5) | development and export. | including trends, opportunities and matters of planning | Development |
| | · · | and land use. | |
| Research, monitor and review market and | Ensure an effective framework of priorities, opportunities | Deliver an advocacy and engagement plan focused on | Community, Cultural and Economic |
| investment trends to identify opportunities | and alignment is maintained and championed with a | economic and workforce priorities. | Development |
| for new business activities. (9.2/6.8) | measurable focus on factors of employment, investment, | Support the establishment of key industry Centres of | Community, Cultural and Economic |
| | development and export | Excellence. | Development |
| | · · · | Deliver a suite of industry capability reports auditing the | Community, Cultural and Economic |
| | | industry eco-system to identify size, scale, capabilities | Development |
| | | and priorities. | |
| Retain flexibility in planning scheme | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| provisions to accommodate emerging | Planning Scheme and are delivered through appropriate | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| business activities and economic | development outcomes. | provisions and amend/update where necessary. | |
| opportunities. (9.2/6.9) | | , | |
| MANAGING GROWTH AND DELIVERING KE | YINFRASTRUCTURE | | |
| Goal 2: Plan and develop a vibrant and sus | tainable city that accommodates the needs of a diverse an | d growing population and economy. | |
| Strategy 1: Develop a compact, sustainable, | mixed use urban form that supports community and econor | ny development | |
| Limit urban development to a defined | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| urban footprint thereby protecting | Planning Scheme and are delivered through appropriate | | |
| important natural environmental areas, | development outcomes. | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| waterways, rural areas and scenic | · · | provisions and amend/update where necessary. | |
| landscapes (9.3/1.1) | | | |
| | | | |
| Encourage a diversity of housing types, | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| styles and densities that meet community | Planning Scheme and are delivered through appropriate | | |
| housing needs. (9.3/1.2) | development outcomes. | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| | | provisions and amend/update where necessary. | |
| | Social housing strategy that aligns to projected | Develop Affordable Living Policy aligned to Ipswich | Coordination and Performance |
| | community needs. | Planning Scheme involving cross department | |
| | | engagement to scope and outline key facets of | |
| | | affordable living the city provides. | |

| Encourage higher density development around major centres and transport nodes | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate | Deliver through development assessment. | Planning and Regulatory Services |
|---|---|---|--|
| and corridors including sensitive infill development that conserves and responds appropriately to places of heritage character significance. (9.3/1.3) | development outcomes. | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services |
| Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and | Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan. | Ensure optimal community access to relevant Council infrastructure. Develop a strategy to facilitate increased community access to non-Council owned infrastructure. | Community, Cultural and Economic Development |
| economic outcomes. (9.3/1.4) | | Develop and oversee EOI process for the lease of the Augustine Heights community facility. Develop a Community Infrastructure Strategy (including investment prioritisation framework). Design and deliver a new library service at Rosewood. Design and deliver a collection of library pods at strategic locations throughout the city. Develop a Community Infrastructure Strategy to feed into updating the Social Infrastructure Plan. Relocate Ipswich Central Library to the CBD with | Community, Cultural and Economic Development Coordination and Performance Community, Cultural and Economic |
| | | renewed service offering. Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan. Effectively manage Council-owned community centres. | Development Coordination and Performance Community, Cultural and Economic Development |

| , , , | Ensure an effective framework of priorities, opportunities | Deliver a contemporary, clear and consistent positioning | Community, Cultural and Economic |
|---|--|---|-----------------------------------|
| and local business and industry activity | and alignment is maintained and championed with a | and narrative representing the city. | Development |
| nodes. (9.3/1.5) | measurable focus on factors of employment, investment, | Provide strong representation of the city in relevant | Community, Cultural and Economic |
| | development and export. | government, community and industry forums. | Development |
| Incorporate relevant provisions and | Ensure delivery of actions and outcomes in the Ipswich | Review and update the Cat Management Strategy for | Planning and Regulatory Services |
| programs to support responsible pet | City Council Health and Amenity Plan are achieved. | the City of Ipswich | |
| ownership. (9.3/1.7) | | Evaluate the BarkUp! process for managing barking dog | Planning and Regulatory Services |
| | | complaints, and develop and implement a proactive | |
| | | communication campaign to promote BarkUp! | |
| | | Participate in the design phase of a new Animal | Planning and Regulatory Services |
| | | Management Centre capital project with the | l lanning and negalatory services |
| | | Infrastructure and Environment Department. | |
| Ctt 2- Diddtldd if | <u> </u> | | |
| | tructure to support community development and economic | · · · · · · · · · · · · · · · · · · · | |
| Planning scheme provisions to provide an | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| adequate supply of serviced land to | Planning Scheme and are delivered through appropriate | | |
| accommodate demand for business and | development outcomes. | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| employment growth and to meet | | provisions and amend/update where necessary. | |
| community housing needs. (9.3/2.1) | | | |
| Facilitate infrastructure planning and | Ensure relevant provisions are contained in the Ipswich | Provision of Trafffic and Transport technical advice into | Infrastructure and Environment |
| delivery arrangements with developers, | Planning Scheme and the Local Government | Imajor development applications. | |
| government agencies and utility providers | Infrastructure Plan and are delivered through appropriate | Deliver through development assessment. | Planning and Regulatory Services |
| to ensure infrastructure is delivered in a | development outcomes. | | " " , |
| timely and efficient manner to support both | · · | Monitor effectiveness of relevant planning scheme | Planning and Regulatory Services |
| community and economic development. | | provisions and amend/update where necessary. | " " ' |
| | | | |
| (9.3/2.2) | | | |
| | | | |

| Strategy 3: Provide a transport system that s | upports the safe, reliable and sustainable movement of peo | ple and goods for all travel modes | |
|--|--|---|---|
| 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 | Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved. | Work towards a 3-4 year plan, design, procurement and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters. | Infrastructure and Environment |
| competitive public transport system; and more compact and mixed land uses to | | Develop the Detailed Business Case for the Norman Street Bridge Project. | Infrastructure and Environment |
| reduce trip lengths and make public transport, walking and cycling more viable. (9.3/3.1) | | Deliver the actions and outcomes in the: iGO Road Safety Action Plan iGO Freight Action Plan iGO Performance and Data Strategy | Infrastructure and Environment |
| | | Deliver the actions and outcomes in the: Albion Street Corridor Plan 2019 Strategic Traffic Count Program 2019 Strategic Intersection Count Program 2019 Strategic Pedestrian & Cycle Count Program Complete the development of the Inner CBD Cycle | Infrastructure and Environment |
| Strategy 4: The city's heritage is conserved | | | |
| Places and items of cultural heritage significance are identified, protected and | Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate | Deliver through development assessment. | Planning and Regulatory Services |
| used appropriately. (9.3/4.1) | development outcomes | Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary. | Planning and Regulatory Services |
| | Preservation and accessibility of digital heritage resources. | Curate and promote heritage resources through Ipswich Libraries and the Ipswich Art Gallery. Cultivate internal and external networks to gain access to private heritage collections for preservation purposes. | Community, Cultural and Economic Development Community, Cultural and Economic |
| | | Preserve and exhibit significant items of cultural heritage | Community, Cultural and Economic |
| 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) | These initiatives continue to be delivered through the Ipswich Heritage Program. | relating to Ipswich. Continue to provide free Heritage Adviser Service. | Development Planning and Regulatory Services |
| | network that is accessible and meets the recreational need | ls of residents and visitors | |
| Provide access to major waterways through waterside parks and linear open space. | Ongoing planning and delivery of shared pedestrian / cycle pathways through Ipswich's vast linear open space | Deliver the open space network in accordance with the Open Space and Recreation Strategy. | Infrastructure and Environment |
| (9.3/5.2) | corridors. | Undertake asset inspections in accordance with the appropriate standards and schedule. | Infrastructure and Environment |
| | Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks. | Ensure maintenance of Council's roads, footpath and drainage network is delivered as per schedule. | Infrastructure and Environment |

| CARING FOR OUR COMMUNITY | | | |
|--|---|--|---|
| Goal 3: Create a city that values its past and | l embraces opportunities to work together for the better | ment of the community. | |
| Strategy 1: Inform, educate and celebrate wi | | | |
| Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1) | Active citizen and stakeholder engagement informing strategic marketing and communications. | Support regional business awards programs which recognise local business success. Deliver a contemporary, clear and consistent positioning and narrative representing the city. | Community, Cultural and Economic Development Community, Cultural and Economic Development |
| | Celebration of the contribution of diverse communities. | Develop and implement a Public Art Governance Framework. Deliver and support a program of initiatives or events that celebrate the artistic skills and expertise within the community. | Community, Cultural and Economic Development Community, Cultural and Economic Development |
| | | Deliver and support a program of initiatives or events to increase the exposure of Ipswich's youth to arts and culture. Develop, implement and support programs which highlight and celebrate diversity within the Ipswich community. | Community, Cultural and Economic Development Community, Cultural and Economic Development |
| Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3) | Active citizen and stakeholder engagement informing strategic marketing and communications. | Deliver the city's most recognised local business news update, research and analysis. Provide all businesses with free access to high quality Ipswich video, image and copy assets. Deliver targeted interstate and international campaigns to represent the city. | Community, Cultural and Economic Development Community, Cultural and Economic Development Community, Cultural and Economic Development |
| 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) | Decision making informed by community needs. | Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting. Develop and deliver a community sentiment survey to measure trust and confidence. | Community, Cultural and Economic Development Community, Cultural and Economic Development Coordination and Performance |
| | | | Coordination and Performance Coordination and Performance |
| | | Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a forward program of work. | Coordination and Performance |

| Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation. | | | |
|---|---|---|----------------------------------|
| Develop greater understanding of | Greater connectedness between data/information and | Conduct an annual library customer satisfaction survey. | Community, Cultural and Economic |
| community needs through community | decision making. | | Development |
| engagement, research and analysis to | | Support the delivery of the annual capital portfolio of | Infrastructure and Environment |
| inform program, service and facility | | works. | |
| planning and delivery. (9.4/2.1) | | Investigate and map educational facilities against | Coordination and Performance |
| | | current and projected enrolment patterns to inform | |
| | | advocacy to the State government for delivery of new | |
| | | schools. | |
| | | Analyse data relating to barriers-to-employment in the | Community, Cultural and Economic |
| | | Ipswich region and develop an evidence-based program | Development |
| | | response. | |
| | | Partner with Aboriginal and Torres Strait Islander | Community, Cultural and Economic |
| | | organisations to develop programs and events that | Development |
| | | address areas of need and creation of opportunities. | |
| | | Collate and analyse data in response to requests from | Coordination and Performance |
| | | stakeholders across Council. Key projects include | |
| | | updating of divisional data sets and responses to intra- | |
| | | and inter- departmental data package requests. | |
| | | | |
| Develop a comprehensive set of indicators | Community informed and engaged through planned | Develop a Community Engagement Framework that | Community, Cultural and Economic |
| to inform the community on the direction | communication. | optimises engagement outcomes and includes a | Development |
| of socio-economic change and progress in | | transparent approach to reporting. | |
| achieving desired social and economic | | Define and develop a set of benchmark LGA's. | Coordination and Performance |
| outcomes. (9.4/2.2) | | Develop and implement a digital community | Community, Cultural and Economic |
| | | engagement platform. | Development |
| Establish collaborative agreements for the | Ability to benchmark performance across a range of | Develop data sharing protocols to inform formal | Coordination and Performance |
| co-operative development and sharing of | metrics. | agreements on how shared data can be used. | |
| socio-economic data across the region. | | | |
| (9.4/2.4) | | | |
| Increase the use of on-line and digital | Prioritisation and broad integration of the Ipswich Smart | Develop and implement an enhanced digital platform to | Corporate Services |
| communications to deliver and promote | City Program. | enable stronger engagement, communication, and | |
| services and information to the community. | | information sharing and research capabilities. | |
| (9.4/2.5) | | | |
| | Increased digital engagement of communities. | Strategically utilise library systems and digital marketing | Community, Cultural and Economic |
| | | channels to promote engagement and use of resources, | Development |
| | | events and programs. | Community Cultural and Forest |
| | | Develop and implement a digital community | Community, Cultural and Economic |
| I | | engagement platform. | Development |

| Strategy 3: Adopt and deliver an explicit Com | nmunity Development framework tailored to the needs of ou | ır varied communities. | |
|--|---|--|---|
| Facilitate capacity building through a comprehensive community development training program. (9.4/3.2) | Increased resilience through strength of community leadership. | Develop and implement a program of learning and development for community groups and organisations. | Community, Cultural and Economic Development |
| (311/312) | | Develop a community funding framework for the arts and cultural sector. | Community, Cultural and Economic Development |
| Enhance the capacity of the city's community facilities to link community needs with appropriate services (9.4/3.3) | Planning and design of three (3) new community facilities being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library | Plan and design three (3) new community facilites being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library. | Infrastructure and Environment |
| 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) | Closer alignment to child friendly city principles. s and use of evidence to shape service planning and delivery | Implement an Ipswich Youth Advisory Council (IYAC) and IYAC Ambassador Program. Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city. | Community, Cultural and Economic Development Coordination and Performance |
| | | | Community Cultural and Francis |
| 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) | Coordinated social service delivery informed by social data. | Deliver the Home Assist Program to support elderly people and people living with a disabilty to maintain independence in the home of their choice. | Community, Cultural and Economic Development |
| Strategy 5: Foster a diverse range of activitie | s to promote sustainable, healthy lifestyles and community | well-being | |
| Implement a Community Events program across the city that includes community and family activities. (9.4/5.1) | Greater family participation in public programs. | | Community, Cultural and Economic Development |
| | | Develop and implement a platform to promote school holiday activities across the City. | Community, Cultural and Economic Development |

| Develop awareness and education | Increased engagement of community members in their | Implement and maintain the 'Words for Wellness' | Community, Cultural and Economic |
|--|---|--|----------------------------------|
| programs relating to health care | own health outcomes. | initiative and resources. | Development |
| intervention and prevention, healthy | | Engage with local community health providers and | Community, Cultural and Economic |
| eating, healthy lifestyles and well-being. | | community to better understand barriers to community | Development |
| (9.4/5.2) | | health outcomes. | |
| (51.1, 51.2) | | Research community health outcomes to determine | Community, Cultural and Economic |
| | | priority focus areas. | Development |
| | | Partner with health organisations to facilitate the | Community, Cultural and Economic |
| | | outreach delivery of targeted health services in the | Development |
| | | community. | |
| | | Analyse data relating to mental health and well-being in | Community, Cultural and Economic |
| | | the Ipswich region and develop an evidence-based | Development |
| | | program model. | |
| Utilise Planning Scheme provisions to | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| encourage active recreation, the use of | Planning Scheme and the Local Government | | |
| active transport and the development of | Infrastructure Plan and are delivered through appropriate | | Planning and Regulatory Services |
| walkable, mixed use neighbourhoods. | development outcomes. | provisions and amend/update where necessary. | |
| Acknowledge, promote and support the | Continue to support and provide Council's sporting Event | Deliver and support Council's sport and recreation | Community, Cultural and Economic |
| success and participation of Ipswich | Sponsorship Program. | funding program. | Development |
| residents and teams in local, regional, | | Deliver active and outdoor recreation participation | Community, Cultural and Economic |
| national and international sporting events. | | programs. | Development |
| Plan and deliver a diverse range of cultural | Increased cultural tourism. | Deliver a broad range of literary programs and events | Community, Cultural and Economic |
| programs to engage the Ipswich | | that facilitate community participation in the arts. | Development |
| community, celebrate Ipswich's cultural | | | |
| heritage and foster cultural development. | | Develop and deliver a diverse range of high quality | Community, Cultural and Economic |
| (9.4/*) | | exhibitions and activities at the Ipswich Art Gallery that | Development |
| | | build on the cultural capital of the city. | |
| | | Develop programs and events that build the capacity | Community, Cultural and Economic |
| | | and capability of local artists/ performers. | Development |
| | | Develop a public performance framework to activate | Community, Cultural and Economic |
| | | public events and spaces. | Development |
| | | Manage and develop arts venues and assets. | Community, Cultural and Economic |
| | | | Development |
| | | Develop the concept for an Indigenous Cultural Centre | Community, Cultural and Economic |
| | | that promotes local art, culture and customs. Identify an | Development |
| | | advocacy pathway. | |

| Strategy 6: Build on the success of Council's o | community safety programs to address new and emerging is | sues | |
|--|--|--|----------------------------------|
| Delivery of the Safe City Program aligned to | The Safe City network and program is incorporated in | Deliver actions from the Safe City capital and | Community, Cultural and Economi |
| crime prevention and community safety | projects and plans to realise a reduction in crime in public | operational program for 2019-2020 | Development |
| plans. (9.4/6.4) | places and an increased sense of community safety. | | |
| Facilitate programs, education and | Ensure delivery of actions and outcomes in the Ipswich | Develop effective food safety communication materials | Planning and Regulatory Services |
| 0. | City Council Health and Amenity Plan are achieved. | to support diverse language groups. | |
| the community. (9.4/6.5) Strategy 7: Invest in social infrastructure to b | L Duild a distinctive Ipswich identity and to maximise economic | and social outcomes | |
| Develop a new Regional Performing Arts | Obtain 'in-principle' State and Federal Government | Develop and implement a program of work to deliver | Community, Cultural and Economic |
| Centre in the Ipswich CBD. (9.4/7.2) | support. | Council's Arts and Cultural Strategy. | Development |
| | l | Develop an Advocacy Strategy for the Ipswich | Community, Cultural and Economic |
| | | Performance Arts Complex. | Development |
| | | Deliver output aligned to the Public Art Master Plan for | Community, Cultural and Economi |
| | | the CBD. | Development |
| | | Deliver placemaking public art in line with community | Community, Cultural and Economi |
| | | aspirations. | Development |
| Ensure the library services strategy is | The Library's digital strategy aligns to community | Develop and implement the Library Strategy 2018-2022. | Community, Cultural and Economic |
| responsive to the emerging need for a | expectation and Council's digital aspiration. | | Development |
| digital approach. (9.4/7.4) | | Deliver high performing eResource collections. | Community, Cultural and Economic |
| | | | Development |
| | | Provide digital literacy programming across all age | Community, Cultural and Economi |
| | | ranges. | Development |

| Strategy 8: Develop greater community resili | ence and readiness | | |
|--|--|---|----------------------------------|
| Work in partnership with other levels of | An approved and endorsed Local Disaster Management | Deliver the annual review of the Local Disaster | Infrastructure and Environment |
| government and other agencies to ensure | Plan is in place with an annual review process | Management Plan. | |
| effective responses to disasters and | | | |
| emergencies. (9.4/8.1) | | | |
| Develop and provide information to the | Emergency Management Strategy to be developed to | , , | Infrastructure and Environment |
| , , , , , | provide a framework for public information. | Management Strategy as part of the required Local | |
| disasters and emergencies. (9.4/8.2) | | Disaster Management Plan yearly review. | |
| Facilitate capacity building and leadership | Development of a Communication strategy as part of the | Deliver the annual review of the Emergency | Infrastructure and Environment |
| to enhance emergency management | overall Emergency Management Strategy | Management Strategy as part of the required Local | |
| resilience in the community. (9.4/8.3) | | Disaster Management Plan yearly review. | |
| Use Planning Scheme provisions to | Ensure relevant provisions are contained in the Ipswich | Deliver through development assessment. | Planning and Regulatory Services |
| appropriately manage the risks arising from | Planning Scheme and are delivered through appropriate | | |
| natural and other hazards. (9.4/8.4) | development outcomes. | | Planning and Regulatory Services |
| | | provisions and amend/update where necessary. | |
| CARING FOR OUR ENVIRONMENT | | | |
| Goal 4: Important areas of native habitat ar | nd vegetation are conserved, the city's important waterwa | ys are protected and their water quality enhanced, and | |
| Strategy 1: Develop and implement an integr | rated approach to the planning and management of nature | conservation matters in partnership with the community, | |
| Review the Conservation Partnerships | Highly effective partnership program with financial and | Implement and manage the natural environment in | Infrastructure and Environment |
| Program and implement changes. (9.5/2.1) | technical incentives to support conservation and | accordance with Nature Conservation Strategy. | |
| | waterway health improvement on private land. | Deliver the Voluntary Conservation Partnerships | Infrastructure and Environment |
| | | Program. | |
| Provide strategic delivery of environmental | | Deliver the Environment and Sustainability Grants | Infrastructure and Environment |
| offsets across the city. (9.5/2.2) | , | Program. | |
| | alignment with the Nature Conservation Strategy and | | |
| | Koala Habitat Management Plan. | | |
| | Delivery of the iconic species programs (Koala, Brush- | Implement the koala, Brush-tailed Rock Wallaby and | Infrastructure and Environment |
| | tailed Rock Wallaby, Platypus, Melaleuca irbyana and | platypus recovery plans in accordance with the 19/20 | |
| | Cooneana Olive) | actions. | |
| Strategy 2: Waterways are protected and mo | nnaged to achieve enhanced environmental, ecological and v | water quality outcomes. | |
| Work in partnership with property owners, | Improved waterway and wetland health. | Deliver improved waterway, wetland health and | Infrastructure and Environment |
| community groups and government | | diversity in accordance with the Waterway Health | |
| agencies to protect and better manage | | Strategy. | |
| important waterways, wetlands and | | | |
| groundwater resources. (9.5/3.1) | | | |
| ļ - | | | |

| Ensure delivery of actions and outcomes in the Inswich | Deliver proactive inspections at key seasonal times of | Planning and Regulatory Services |
|---|--|---|
| 1 | | l lamining and regulatory services |
| City Council Health and Amenity Flan are achieved. | | Planning and Regulatory Services |
| | | l lanning and Regulatory Services |
| | I and the second | |
| Develop and implement the Floodplain Management | Develon Inswich Rivers Strategic Floodplain | Infrastructure and Environment |
| | I and the second | Initiastructure and Environment |
| | | Infrastructure and Environment |
| I wantam up-to-date 1100d studies | | |
| | | Infrastructure and Environment |
| Delivery of the Habitat Connections Program. | Undertake three habitat connection program plantings | Infrastructure and Environment |
| | at Bundamba Creek, Oppossum Creek and Bremer River. | |
| Delivery of catchment corridor plans | Implementation of the Ironpot Creek catchment corridor | Infrastructure and Environment |
| | plan. | |
| | | |
| Planning, design and implementation of stage 1 "My | Deliver the nine-week program for street tree planting | Infrastructure and Environment |
| Suburb, My City" Beautification Program for Collingwood | requests. | |
| Park and Riverview. | · | |
| | Deliver identified projects as part of the Beautiful | Infrastructure and Environment |
| | Ipswich Program. | |
| Complete condition assessment of existing gardens to | Delivery of a completed condition assessment on all | Infrastructure and Environment |
| identify a possible refurbishment program | existing gardens within the City. | |
| | Deliver an Urban Greening Strategy. | Infrastructure and Environment |
| |] | |
| | | |
| | Deliver an Urban Greening Strategy. | Infrastructure and Environment |
| | | |
| 1 | | |
| Review current maintenance program, including street | Completion of the review of maintenance program. | Infrastructure and Environment |
| trees and footpath gardens | Prepare contracts for departmental programs. | Infrastructure and Environment |
| | Ensure maintenence of Council's conservation estates as | Infrastructure and Environment |
| | I . | |
| | | Infrastructure and Environment |
| | 1 | |
| | | Infrastructure and Environment |
| | I . | |
| | | Infrastructure and Environment |
| | | actare and Environment |
| | | Infrastructure and Environment |
| | | The second and Environment |
| | Ensure maintenence of Council's open space network is | Infrastructure and Environment |
| | | |
| | Planning, design and implementation of stage 1 "My Suburb, My City" Beautification Program for Collingwood Park and Riverview. Complete Footpath Garden Asset Capture and mapping. Complete condition assessment of existing gardens to identify a possible refurbishment program Strategic plan identifying possible street tree planting opportunities (where are there gaps) and develop a Street Tree Planting Program Strategic Plan identifying possible footpath garden capital opportunities (New) and develop a Footpath Garden Capital Program Review current maintenance program, including street | City Council Health and Amenity Plan are achieved. Deliver formal and informal communications to construction companies and builders on key sediment and erosion matters. Develop Ipswich Rivers Strategic Floodplain Management Plan. |

| Strategy 4: Use resources efficiently and sust | rainably | | |
|--|---|--|----------------------------------|
| | | | |
| Waste is treated as a resource and is | Maximise diversion of waste from landfilling through the | Increase waste diverted from landfill at the Recycling | Infrastructure and Environment |
| minimised through reducing, reusing and | kerbside recycling & green waste services and public | and Refuse Centres. | |
| recycling. (9.5/5.1) | transfer stations. | Increase recycling diverted from domestic collection & | Infrastructure and Environment |
| | | disposal services. | |
| | | Increase domestic green waste diverted from domestic | Infrastructure and Environment |
| | | refuse service. | |
| Water is treated as a precious resource | Review and implement the Integrated Water Strategy. | Review and report on water efficiency measures for | Infrastructure and Environment |
| within a total water cycle management | | Council. | |
| framework. (9.5/5.3) | Identify and deliver water saving projects, inlcuding the | Review and report on water efficiency measures for | Infrastructure and Environment |
| , , | use of technology for minimising water use in Council | Council. | |
| | facilities and sports fields | | |
| | Finalise and implement the Corporate Environmental | Identify and implement Energy Efficiency Project. | Infrastructure and Environment |
| | Sustainablity Plan | | |
| | Delivery of stormwater improvement projects, including | Delivery of the stormwater improvement project as | Infrastructure and Environment |
| | stormwater harvesting, stormwater offsets and rain | identified in the 19/20 capital and operational budgets. | |
| | gardens | | |
| Strategy 5: Improve environmental awarene | | | |
| Ensure appropriate compliance is | Ensure delivery of actions and outcomes in the Ipswich | Service requests are managed within approved service | Planning and Regulatory Services |
| undertaken in relation to littering, dumping | City Council Health and Amenity Plan are achieved. | level agreements. | |
| and air and water pollution. (9.5/6.2) | ,, | | |
| (3.5/ 6.2) | | | |

| LISTENING, LEADING AND FINANCIAL MANA | GEMENT | | |
|---|---|--|--|
| Goal 5: Visionary and accessible leadership | is provided that consults and communicates on key decisi | ons and delivers sound financial management and good | |
| Strategy 1: The Mayor and Councillors repres | ent the Ipswich community and provide strong visionary led | adership | |
| The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/1.1) | Maintain the accessibility of mayor and elected members in public and media platforms. Elected members have capacity, resources and are accessible within the community. | Deliver a contemporary, clear and consistent positioning and narrative representing the city. Provide support, resources, and up to date information about Council activities and initiatives via multiple channels including Council's online presence and physical Council facilities across the city in order to maintain high standards of service delivery. | Community, Cultural and Economic Development Coordination and Performance |
| The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2) | Elected members undertake roles and responsibilities to a high standard. | Support and provide guidance for elected members in accordance with the Act and Code of Conduct. | Coordination and Performance |
| ,,,,, | | Respond effectively to issues impacting on the City and community. Ensure effective, timely and responsible policy and | Coordination and Performance Coordination and Performance |
| | Monitor and review Council's performance, strategic and operational reporting. | decision making. Implement and operationalise a fit for purpose ICT contract management framework to ensure that Council's ICT spend is compliant and monitored to deliver value and outcomes. Monitor and review Council's performance, strategic and | Corporate Services Coordination and Performance |
| | | operational reporting to ensure alignment to strategic and operational activities in accordance with the Act. | |
| | ningful community engagement to inform Council decision n | | |
| Council decisions are better informed through meaningful engagement with the community (9.6/2.1) | Data and information provided to Council reflects community needs | Strategic oversight of Council's Community Reference Groups. | Community, Cultural and Economic Development |
| Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3) | Meet or exceed corporate targets for customer service standards. | Achieve first-point-of-contact resolution when answering customer enquiries - target 80%. Answer incoming customer calls within 20 seconds - target 85%. Complete customer service requests to the corporate standard - target 95%. Register and task all types of incoming Council mail within the first business day of receipt - target 98%. Register and task all types of incoming Council emails | Community, Cultural and Economic Development Community, Cultural and Economic Development Community, Cultural and Economic Development Corporate Services Corporate Services |
| | | within the first business day of receipt - target 98%. | |

| Strategy 3: Implement initiatives that streng | then governance skills and knowledge. | | |
|--|--|---|--------------------|
| Councillors and staff are provided with the | Council continues to provide training, development and | Deliver training, development and resources to | Corporate Services |
| necessary skills, training and resources to | resources to Councillors and staff to enable and support, | Councillors and staff to enable and support effective, | |
| make informed, effective, efficient, | effective, informed, timely and impartial decision making. | information, timely and impartial decision making. | |
| impartial and timely decisions. (9.6/3.1) | | | |
| | | Develop and implement an effective development | Corporate Services |
| | | program for Council leaders to improve alignment with | |
| | | Line of Sight principles and improve support in | |
| | | embracing cultural changes. | |
| | | Develop a HR Strategy and business plan that aligns with | Corporate Services |
| | | organisational strategies and goals. | |
| | | Develop effective performance measures that ensure HR | Corporate Services |
| | | services meet business stakeholder needs. | |
| | | Implement employee awareness sessions through the | Corporate Services |
| | | Line of Sight program. | ' |
| Council information is accurate and | Maintain an open and transparent approach to | Ensure Corporate policies and procedures are current. | Corporate Services |
| managed effectively to ensure appropriate | information. | DTI and Daise are alliestic are an extended and are and | C |
| access, confidentiality and security. | | RTI and Privacy applications are received and processed | Corporate Services |
| (9.6/3.2) | | within applicable timeframes. Administrative Action Complaints, Privacy and | Comparato Somicas |
| | | | Corporate Services |
| | | Publication Scheme Complaints and external agency | |
| | | reviews are processed within legislative timeframes. | |
| | | Provide greater ease of use and functionality of external | Corporate Services |
| | | interfaces to provide greater transparency to | |
| | | constituents. | |
| | Review and maintain Council's enterprise risk | Implement and embed an Enterprise Risk Management | Corporate Services |
| | management framework | Program. | |
| | | Implement regular monitoring and reporting of strategic | Corporate Services |
| | | and operational risks. | |
| Strategy 4: Maintain a financially sustainable | e and resilient approach to budgeting | | |
| Aim to operate Council's finances with a | Ensure sound budgeting principles consistent with long- | Ensure the contract management framework improves | Corporate Services |
| modest surplus. (9.6/4.1) | term financial targets. | productivity and performance of ICT contracts and | |
| | | assets. | |
| | | Regularly update and review Council's long term | Corporate Services |
| | | financial plan. | |
| | | Review input assumptions and financial sustainability | Corporate Services |
| | | targets as part of the long term financial plan's | |
| | | preparation. | |
| | | Prepare Council's annual budget in line with the long | Corporate Services |
| | | term financial plan's financial targets. | |
| | | | Corporate Services |
| | | budget. | |

| Manage and reduce the city's debt on the basis of 'don't spend more than you earn, | Effectively manage revenue sources relative to debt and service levels. | Manage Council's debt in accordance with Council's debt policy. | Corporate Services |
|--|---|---|----------------------------------|
| and borrow for assets only'. (9.6/4.2) | service levels. | Forecast Council's debt position as part of Council's long | Corporate Services |
| | | term financial planning and budget process. | |
| | | Monitor and review Council's financial performance | Corporate Services |
| Strategy 5: Good neighbourly relations are m | l paintained through effective dispute resolution, community | ratios and targets. | |
| The community is provided with | Ensure delivery of actions and outcomes in the Ipswich | | Planning and Regulatory Services |
| information, education and tools to | City Council Health and Amenity Plan are achieved. | and updated to provide clear advice and information on | Fianting and Regulatory Services |
| 1 | City Council Health and Amenity Plan are achieved. | 1 ' ' | |
| minimise and, if necessary, resolve | | obligations for compliance under State Legislation and | |
| neighbourhood disputes and to be aware of | | | Planning and Regulatory Services |
| their obligations under laws and | | compliance matters are customer focussed/centric. | |
| regulations. (9.6/5.1) | | complained matters are eastorner roctasteay certains. | |
| Council undertakes inspections and | Ensure delivery of actions and outcomes in the Ipswich | Ensure service requests are managed within approved | Planning and Regulatory Services |
| appropriate compliance action in respect to | City Council Health and Amenity Plan are achieved. | service level agreements. | |
| nuisance activities. (9.6/5.2) | · · · · · · · · · · · · · · · · · · · | Ensure inspections are conducted as per licensing and | Planning and Regulatory Services |
| , , , | | permitting requirements. | |
| Strategy 6: Maintain a consistent and efficien | nt approach to laws and compliance activities across the cit | y. | |
| The community is provided with | Ensure delivery of actions and outcomes in the Ipswich | Council's website and scripting is continually reviewed | Planning and Regulatory Services |
| information and access on how to apply for | City Council Health and Amenity Plan are achieved. | and updated to provide clear advice and information on | |
| and comply with licences and permit | | how to apply and comply with licences and permits | |
| conditions, and obligations under local laws | | issued by Council. | |
| and legislation. (9.6/6.1) | | Ensure communications to the community on licensing | Planning and Regulatory Services |
| | | and permitting are customer focussed/centric. | |
| Council will undertake programmed | Ensure delivery of actions and outcomes in the Ipswich | Ensure service requests are managed within approved | Planning and Regulatory Services |
| inspections and patrols and will respond to | City Council Health and Amenity Plan are achieved. | service level agreements. | |
| requests made by the community to ensure | | Ensure inspections are conducted as per licensing and | Planning and Regulatory Services |
| quality of life is being maintained across the | | permitting requirements. | |
| city. (9.6/6.2) | | Ensure patrols are undertaken as per approved service level agreements. | Planning and Regulatory Services |
| Council has local laws that are | The local laws provide clear and consistent outcomes for | Undertake a local law review as part of the Business | Coordination and Performance |
| contemporary, sustainable and efficient for | Council and the community in resolving compliance | Transformation Program (TP#9) where amended laws | |
| the good governance of the Local | matters and are reviewed regularly. | will commence before 31 December 2019. | |
| Government Area, (9.6/6.3) | | | |

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

Deliverable: Deliver a Smart City Action Plan to strengthen the delivery of investment opportunities under an aligned innovation agenda. Theme STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS) Strategy Goal 1/Strategy 4: Strengthen the local digital economy. Key Action Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.2/4.1) Department leading delivery: Community, Cultural and Economic Development Budget amount allocated: No budget allocated Justification for review: Smart City Action Plan to be reviewed as part of Fire Station 101 ongoing business planning. Further consultation is required across key Council departments before further progress on this activity can occur.

| Suggested Action: Other, please identify | | |
|--|------|--|
| Other: Review quarter 3 | | |
| General Manager approval obtained: Yes | O No | |

General Manager signature:

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

Deliverable: Develop a Community Infrastructure Strategy to feed into updating the Social Infrastructure Plan. Theme MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE Strategy Goal 2/Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development. Key Action Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes (9.3/1.4) Department leading delivery: Coordination and Performance Budget amount allocated: 0.00 Justification for review: Duplication - other item included in the Operations plan. Suggested Action: Delete as this is duplicate Other: General Manager approval obtained: (Yes General Manager signature: Sean Digitally signed by Sean Madiga by Sean Madigan Madigan Date: 2019.10.08 12:07:26 +10'00'

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

| a deliteration and the action of the time the quarter, the period |
|---|
| Deliverable: Develop the Detailed Business Case for the Norman Street Bridge Project. |
| Theme MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE |
| Strategy Goal 2/Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development. |
| Key Action Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the dity being well connected for business, freight and visitors; a convenient and c |
| Department leading delivery: Infrastructure and Environment |
| Budget amount allocated: |
| Justification for review: |
| Delays have been experienced in the delivery of the preliminary business case. As such, detailed business case will not commence this financial year. |
| Suggested action: delay until next financial year. |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| Suggested Action: Defer to another year |
| Other: |
| General Manager approval obtained: Yes No |
| General Manager signature: |

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

Deliverable: Develop social policy strategy identifying areas for social policy development across council.

Theme CARING FOR OUR COMMUNITY

Strategy Goal 3/Strategy 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity.

Key Action 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)

Department leading delivery: Coordination and Performance

Budget amount allocated: 0.00

Justification for review:

Duplication - other item relating to this area is included in the Operations plan.

Suggested Action: Delete as this is duplicate

Other:

General Manager approval obtained: (Yes

General Manager signature:

Sean Digitally signed by Sean Madiga by Sean Madigan Madigan Date: 2019.10.08 12:04:33 +10'00'

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

Deliverable: Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education. Theme CARING FOR OUR COMMUNITY Strategy Goal 3/Strategy 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity. Key Action 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) Department leading delivery: Coordination and Performance Budget amount allocated: 0.00 Justification for review: This is an important function that does not have resourcing and has been done on an ad hoc basis previously by the Social Policy and Strategy Manager in the ASDCE department. New structure and alignment means previous role no longer exists and there is limited capacity for this to occur with new role and responsibilities. During SIP scoping we have identified government and NGO social services advocacy as a potential gap and challenge to achieve goals for the city. Suggested Action: Other, please identify General Manager approval obtained: (Yes General Manager signature: Sean Digitally signed by Sean Madig by Sean Madigan Madigan Date: 2019.10.08 12:06:21 +10'00'

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

| Deliverable: Develop a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting. |
|--|
| Theme CARING FOR OUR COMMUNITY |
| Strategy Goal 3/Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation. |
| Key Action Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2) |
| Department leading delivery: Community, Cultural and Economic Development |
| Budget amount allocated: 0.00 |
| Justification for review: |
| Duplication - other item relating to this Deliverable is included in the 19/20 Operational Plan at 9.4/1.4 |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| Suggested Action: Delete as this is duplicate |
| Other: |
| |
| General Manager approval obtained: Yes No |
| General Manager signature: |

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

| identifies a deliverable that needs to be reviewed in the first quarterly report. |
|--|
| Deliverable: Develop and implement a digital community engagement platform |
| Theme CARING FOR OUR COMMUNITY |
| Strategy Goal 3/Strategy 2: Invest in data collection, an alysis and targeted research to provide the evidence base for development of strategy and resource allocation. |
| Key Action Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5 |
| Department leading delivery: Community, Cultural and Economic Development |
| Budget amount allocated: 0.00 |
| Justification for review: |
| Duplication - other item relating to this Deliverable is included in the 19/20 Operational Plan at 9.4/2.2. |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| Suggested Action: Delete as this is duplicate |
| Other: |
| |
| General Manager approval obtained: Yes No |
| General Manager signature: |
| |

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

identifies a deliverable that needs to be reviewed in the first quarterly report. Deliverable: Develop the concept for an Indigenous Cultural Centre that promotes local art, culture and customs. Identify an advocacy pathway. Theme CARING FOR OUR COMMUNITY Strategy Goal 3/Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being. Key Action 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)") Department leading delivery: Community, Cultural and Economic Development Budget amount allocated: 0.00 Justification for review: This is an important initiative that requires significant work. This does not currently have resourcing or funds to meet this deliverable. Suggested Action: Defer to another year Other: General Manager approval obtained: Yes General Manager signature:

DELIVERABLE UNDER REVIEW

It has been identified that in the 19/20 Operational Plan there are deliverables that should not be included. This form should be used when a department identifies a deliverable that needs to be reviewed in the first quarterly report.

Deliverable: Develop and implement the Library Strategy 2018/2022

Theme CARING FOR OUR COMMUNITY

Strategy Goal 3/Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.

Key Action Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)

Department leading delivery: Community, Cultural and Economic Development

Budget amount allocated: \$65,000

Justification for review:

This budget and a draft strategy was delivered in FY 2018/19 however an organisational restructure occurred during final review phase before the strategy was presented to Council. The facility and service standards prescribed and used to inform analysis in the final draft does not include the co-location or provision of integrated Council customer service. This fundamental change to service offering requires all standards alignments and assumptions to be rescoped and changed. A Key Findings Report has been prepared to recognise and deliver the commitment made during the community engagement process, but these key findings and the assumptions formed in the draft strategy can not be used for implementation for forward planning until the data has been comprehensively updated to reflect the new operating environment.

| Suggested Action: Other, please identify | |
|--|---------------------------------|
| Other: Rescope and draft a Library and Custo | omer Service Strategy 2020-2025 |
| General Manager approval obtained: Yes | O No |
| General Manager signature: | |



| CONTENTS | |
|---|----|
| ANNUAL OPERATIONAL PLAN 2019-2020 | 3 |
| MANAGING RISK | 3 |
| ADVANCE IPSWICH - A SHARED VISION | 4 |
| 2017-2022 CORPORATE PLAN - MAKING IT HAPPEN | 4 |
| STRATEGIC GOALS AND ACTIONS | 5 |
| GOAL 1 – STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS) | 6 |
| GOAL 2 - MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE | 8 |
| GOAL 3 – CARING FOR OUR COMMUNITY | 10 |
| GOAL 4 - CARING FOR OUR ENVIRONMENT | 12 |
| GOAL 5 - LISTENING, LEADING AND FINANCIAL MANAGEMENT | 13 |

MESSAGE FROM THE CEO

There are exciting times ahead for the City of loswich and its lougland supportive community

Echoing the recent comments of our Interim Administrator, Ipswich City Council, and the city as a whole, will enter a brave new world in 2019–2020.

And we are excited about the journey ahead of us, with local government elections in March 2020, a new mayor, councillors and soon after a completely refurbished heart for loswich Central.

Ipswich City Council's Operational Plan 2019–2020 identifies priority projects and activities that will be delivered to the community, including Nicholas Street

This Operational Plan is focussed on what the community wants the city to look like in the future and what actions Ipswich City Council and the community can take to realise this shared vision.

The only way a council can ensure that it's delivering what's best for long-term interest of the majority of the community is genuine, two-way engagement and public participation.

Community engagement is the process of working collaboratively with and through groups of people affiliated by proximity, special interest, or similar situations to provide input that enhances decision making on issues that may impact on their well-being or interests.

Council has taken those steps in 2019 with its five Community Reference Groups, which provide a forum for people to discuss issues of community interest. We can now draw from a vast local knowledge base, and thereby give more people a more structured and transparent voice in the decision making process of council.

Additionally, this reference group structure gives people a better understanding of how council works, and offers insights into key projects and activities.

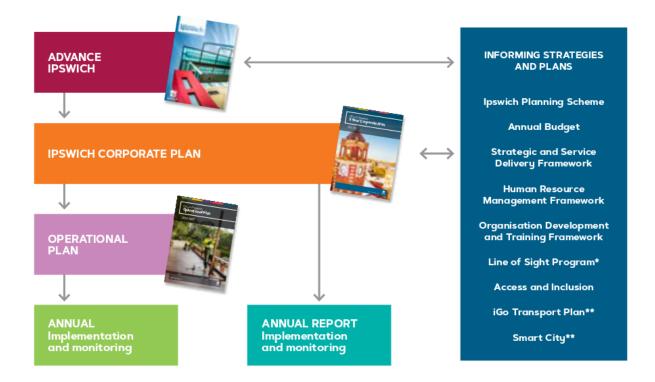
Our Operational Plan will provide the strategic direction for council's planning and service delivery and I look forward to sharing these visions with you, our wonderful community, every step of the way.

David Farmer
Chief Executive Officer

ANNUAL OPERATIONAL PLAN 2019-2020

The Annual Operational Plan sets specific projects and actions that will be undertaken in a one year period of the five year Corporate Plan. It identifies the key services or products that council will deliver to its customers to achieve the future Vision of Ipswich as stated in Advance Ipswich 2015.

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



This document should be read in conjunction with council's Advance Ipswich 2015 and 2017–2022 Corporate Plan.

- * To deliver the Corporate Plan for the communities of Ipswich, council relies on its team of diverse, skilled and dedicated employees. council has introduced an employee-led program to create a more constructive organisational culture that will enhance communication, leadership, customer service performance and drive continuous improvement and innovation.
- ** Subsequent to Advance Ipswich

MANAGING RISK

Council has adopted an Enterprise Risk Management Framework that promotes a standard and systematic approach to risk management throughout council in accordance with AS/NZS ISO 31000:2018.

All identified risks associated with council activities are monitored on a regular basis and reviewed or escalated for review within internally prescribed timeframes. Corporate Risks are reviewed two monthly. Operational Risks applicable at Department Level are reviewed three monthly.

ADVANCE IPSWICH - A SHARED VISION

Advance Ipswich provides a renewed and contemporary focus for the future of the city. It responds to the current unprecedented pace of growth and change occurring. As a result of a strong community engagement process, the people of Ipswich identified the need to conserve many aspects of our lifestyle and environment, yet grow the economy and jobs.

Jobs, growth and liveability provide a simple yet effective way of describing council's key strategic outcomes.

Advance Ipswich acknowledges the influences that are changing the city, but recognises that solutions rest in a combined effort involving Ipswich City Council, other levels of government, nongovernment organisations, the business sector and the community.

Vision and Objectives



2017-2022 CORPORATE PLAN - MAKING IT HAPPEN

Council's Corporate Plan 2017–2022 sets the strategic direction for the city. Whilst Advance lpswich (the Plan) is a shared vision with the community, the Corporate Plan enjoys the title of 'Making it Happen'. Combined with other strategic council documents, council allocates resources over a five year period to achieve specific outcomes.

The Corporate Plan details five themes council will focus on for the five year life of the Corporate Plan. Each department is responsible for delivering specific Corporate Plan Projects that link directly to the five identified themes.

The Operational Plan 2019-2020 was amended in November 2019 to accommodate a council re-structure and resulting changes to priorities.



STRATEGIC GOALS AND ACTIONS

The themes within Advance Ipswich identify areas for action and provide information for the planning

and service delivery of council's Corporate and Operational Plans. They are summarised below.

| Themes | Goals | Implementation | Funding | Accountability |
|--|---|----------------------------|------------------|------------------|
| Strengthening our local economy and building prosperity | 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. | Annual Operational Plan | Annual Budget | Annual Report |
| Managing growth and delivering key infrastructure | Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy. | | | |
| Caring for our Community | Create a city that values its past and embraces opportunities to work together for the betterment of the community. | | | |
| Caring for our Environment | 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. | | | |
| Listening, Leading and Financial Management | Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes. | | | |

IPSWICH WASTE SERVICES

Ipswich Waste Services is a commercialised business unit of council. Its 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.

Ipswich Waste Services performance plan is not included in this Operational Plan as it delivers an Annual Performance Plan to council for adoption prior to the end of each financial year. A copy of Ipswich Waste Services Annual Performance Plan can be obtained by contacting council's Customer Services Centre on (07) 3810 6666.



THEME 1

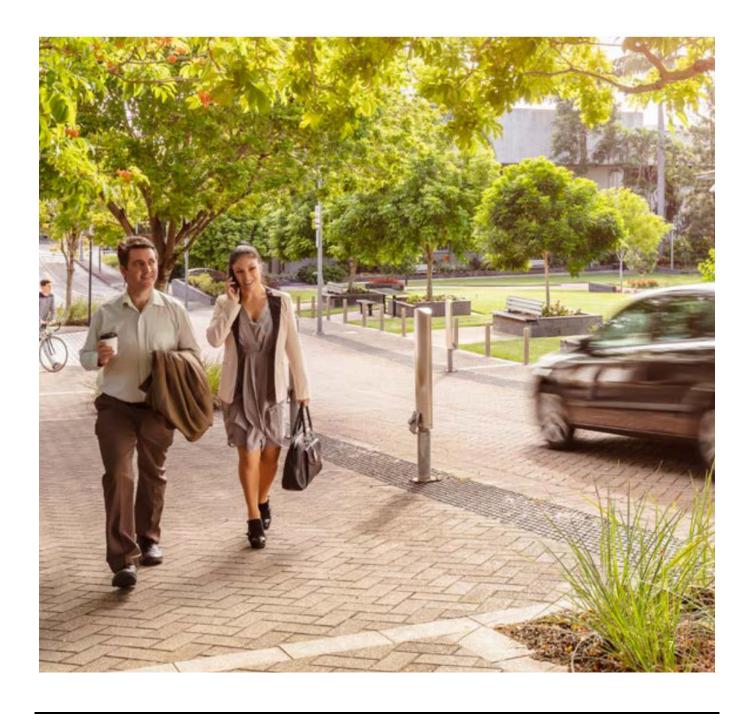
STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

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.

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
|---|---|--|--|
| Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1) | 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. | Implement a prioritisation & advocacy framework for regionally significant projects. | Community, Cultural and Economic Development |
| | | Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan. | Infrastructure and Environment |
| Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2) | 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. | Deliver an audit of key industries and businesses aligned to current and potential export markets. | Community, Cultural and Economic Development |
| | | ies, from early learning through to scho lucation with emerging employment op | |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions identified for delive | ery in 2019-2020 | | |
| Strategy 3 Develop the Ipswi employment cent | | of the Western Corridor of SEQ and as | an important region |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area (9.2/3.1) | Planned relocation of complete Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19. | Work on the Ipswich City Council Administration building commenced and the development of Nicolas Street near completion. | Coordination and Performance |
| | | | |
| Strategy 4 Strengthen the lo | cai aigitai economy. | | |
| 33 3 | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Strategy 4 Strengthen the lo KEY ACTIONS No key actions identified for delive | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| KEY ACTIONS No key actions identified for deliver | OUTCOMES ery in 2019-2020 | DELIVERABLES 2019-2020 ley and associated aerospace and defen | |

No key actions identified for delivery in 2019-2020

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
|---|--|--|---|
| nature-based recreation, rural focus on factors of employmen | of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, | Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners. | Community, Cultura and Economic Development |
| | investment, development and export. | Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in lpswich. | Community, Cultura and Economic Development |
| Research, monitor and review market and investment trends to identify opportunities for new | Ensure an effective framework of priorities, opportunities and alignment is maintained and | Deliver an advocacy and engagement plan focused on economic and workforce priorities. | Community, Cultura and Economic Development |
| business ãctivities. (9.2/6.8) | championed with a measurable focus on factors of employment, investment, development and export | Deliver a suite of industry capability reports auditing the industry ecosystem to identify size, scale, capabilities and priorities. | Community, Cultura and Economic Development |





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 | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY | | |
| Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2) | Social housing strategy that aligns to projected community needs. | Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the city provides. | Coordination and Performance | | |
| Develop a strong network of centres to support community connectedness and identity and accessibility to services and | Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan. | Develop and oversee EOI process for the lease of the Augustine Heights community facility. | Community, Cultural and Economic Development | | |
| facilities that contribute to both social and economic outcomes. (9.3/1.4) | | Develop a Community Infrastructure Strategy (including investment prioritisation framework). | Community, Cultural and Economic Development | | |
| | | Design and deliver a new library service at Rosewood. | Community, Cultural and Economic Development | | |
| | | Design and deliver a collection of library pods at strategic locations throughout the city. | Community, Cultural and Economic Development | | |
| | | Relocate Ipswich Central Library to the CBD with renewed service offering. | Community, Cultural and Economic Development | | |
| | | Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan. | Coordination and Performance | | |
| Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7) | Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved. | Review and update the Cat Management Strategy for the City of Ipswich. | Planning and Regulatory Services | | |
| | | Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp! | Planning and Regulatory Services | | |
| | | Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department. | Planning and Regulatory Services | | |
| Strategy 2 Provide adequate | Strategy 2 Provide adequate land and infrastructure to support community development and economic activity. | | | | |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY | | |

No key actions identified for delivery in 2019-2020

| | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
|--|--|--|-----------------------------------|
| Develop and implement an integrated transport plan that provides a platform for enabling ustainable travel choices hrough the city being well connected for business, freight and visitors; a convenient and competitive public transport ystem; and more compact and mixed land uses to reduce rip lengths and make public ransport, walking and cycling nore viable. (9.3/3.1) | Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved. | Work towards a 3-4 year plan, design, procurement and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters. | Infrastructure and Environment |
| strategy 4 The city's herita | ge is conserved | | |
| (EY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| lo key actions identified for deliv | very in 2019-2020 | | |
| strategy 5 Provide an integrand visitors. | rated open space network that is acce | ssible and meets the recreational ne | eds of residents |
| | | | |





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.

| (EY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
|---|---|---|---|
| Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1) | Celebration of the contribution of diverse communities. | Develop and implement a Public Art Governance Framework. | Community, Culturd and Economic Development |
| Implement a regular program of community opinion surveys to track changes in the values that impact Council's policy | Decision making informed by community needs. | Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting. | Community, Culture and Economic Development |
| development and service delivery. (9.4/1.4) | | Develop and deliver a community sentiment survey to measure trust and confidence. | Community, Culture and Economic Development |
| | | Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education. | Community, Culture and Economic Development |
| | | Conduct a review and analysis of the | Coordination and |
| | | existing Social Policy Framework and commence implementation of a forward program of work. | Performance |
| Strategy 2 Invest in data col and resource allo | | commence implementation of a forward | |
| | | commence implementation of a forward program of work. | |
| and resource allo | ocation. | commence implementation of a forward program of work. rch to provide the evidence base for devel | opment of strategy |
| and resource allow KEY ACTIONS Develop greater understanding of community needs through sommunity engagement, research and analysis to inform program, service and facility | OUTCOMES Greater connectedness between data/information and decision | commence implementation of a forward program of work. rch to provide the evidence base for devel DELIVERABLES 2019-2020 Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to the State government for delivery of | opment of strateg RESPONSIBILITY |

| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
|--|--|--|---|
| Facilitate capacity building through a comprehensive community development training program. (9.4/3.2) | Increased resilience through strength of community leadership. | Develop a community funding framework for the arts and cultural sector. | Community, Culture and Economic Development |
| Enhance the capacity of the city's community facilities to link community needs with appropriate services (9.4/3.3) | Planning and design of three (3) new community facilites being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library | Plan and design three (3) new community facilites being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library. | Infrastructure and Environment |
| 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) | Closer alignment to child friendly city principles. | Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city. | Coordination and Performance |
| Strategy 4 Foster collaborat communities. | ion, partnerships and use of evidence | to shape service planning and delivery fo | or the benefit of ou |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions identified for delive | ery in 2019-2020 | | |
| Strategy 5 Foster a diverse r | ange of activities to promote sustain | able, healthy lifestyles and community we | ell-being. |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2) | Increased engagement of community members in their own health outcomes. | Research community health outcomes to determine priority focus areas. | Community, Culture and Economic Development |
| | | Analyse data relating to mental health and well-being in the Ipswich region and develop an evidence-based program model. | Community, Culture and Economic Development |
| 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/*) | Increased cultural tourism. | Develop a public performance framework to activate public events and spaces. | Community, Culture and Economic Development |
| Strategy 6 Build on the succe | ess of council's community safety prog | grams to address new and emerging issue | s. |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions identified for delive | ery in 2019-2020 | | |
| Strategy 7 Invest in social inf | rastructure to build a distinctive lpsw | ich identity and to maximise economic ar | nd social outcomes. |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Develop a new Regional Performing Arts Centre in the pswich CBD. (9.4/7.2) | Obtain 'in-principle' State and Federal Government support. | Develop and implement a program of work to deliver Council's Arts and Cultural Strategy. | Community, Culture and Economic Development |
| | | Deliver output aligned to the Public Art Master Plan for the CBD. | Community, Culture and Economic Development |
| Strategy 8 Develop greater o | community resilience and readiness. | | |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Work in partnership with other evels of government and other agencies to ensure effective responses to disasters and | An approved and endorsed Local Disaster Management Plan is in place with an annual review process | Deliver the annual review of the Local Disaster Management Plan. | Infrastructure and Environment |



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.

| | lement an integrated approach to the the community, private land owners a | planning and management of nature conditions | onservation matters in |
|--|---|--|-----------------------------------|
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Provide strategic delivery of environmental offsets across the city. (9.5/2.2) | Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive) | Implement the koala, Brush-tailed Rock Wallaby and platypus recovery plans in accordance with the 19/20 actions. | Infrastructure and Environment |
| Strategy 2 Waterways are p | rotected and managed to achieve enh | nanced environmental, ecological and w | ater quality outcomes |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Ensure effective catchment and floodplain management. (9.5/3.4) | Develop and implement the Floodplain Management Strategy. | Develop Ipswich Rivers Strategic Floodplain Management Plan. | Infrastructure and Environment |
| (9.573.4) | Maintain up-to-date flood studies | Undertake new catchment and flood study reports. | Infrastructure and Environment |
| | Delivery of catchment corridor plans | Implementation of the Ironpot Creek catchment corridor plan. | Infrastructure and Environment |
| Strategy 3 Enhance urban g | reening. | | |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Undertake street tree planting and landscaping and protect | Review current maintenance program, including street trees and | Completion of the review of maintenance program. | Infrastructure and Environment |
| significant vegetation within road reserves. (9.5/4.2) | footpath gardens | Develop open space capital program for Council's consideration. | Infrastructure and Environment |
| Strategy 4 Use resources ef | ficiently and sustainably. | | |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3) | Delivery of stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens | Delivery of the stormwater improvement project as identified in the 19/20 capital and operational budgets. | Infrastructure and Environment |
| Strategy 5 Improve environr | mental awareness, education and com | pliance. | |
| KEY ACTIONS | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions identified for deliv | very in 2019-2020 | | |

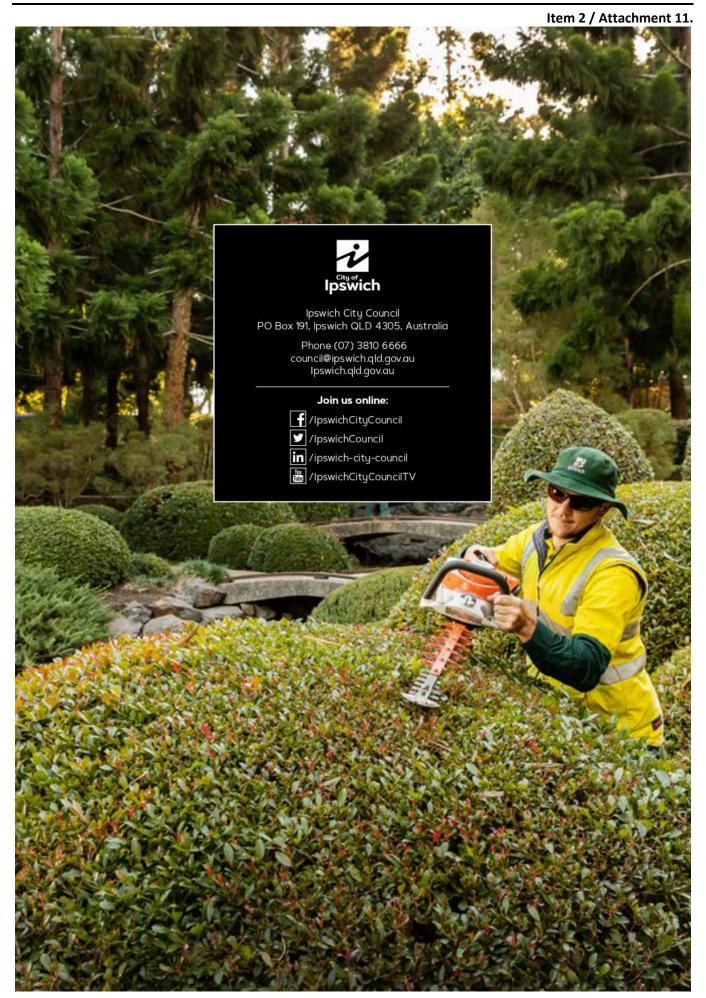


THEME 5

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.

| KEY ACTIONS | | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
|--|--|---|--|---------------------------------|
| No key actions | s identified for deliv | rery in 2019-2020 | | |
| Strategy 2 | Provide compreh | ensive and meaningful community eng | gagement to inform council decision ma | king. |
| KEY ACTIONS | | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions | s identified for deliv | rery in 2019-2020 | | |
| Strategy 3 | Implement initiat | ives that strengthen governance skills | and knowledge. | |
| KEY ACTIONS | | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| | the necessary and resources ned, effective, irtial and timely | Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making. | Develop and implement an effective development program for Council leaders to improve alignment with Line of Sight principles and improve support in embracing cultural changes. | Corporate Services |
| decisions. (9.6/3.1) | (3.1) | | Develop a HR Strategy and business plan that aligns with organisational strategies and goals. | Corporate Services |
| | | | Implement employee awareness sessions through the Line of Sight program. | Corporate Services |
| Strategy 4 | Maintain a finan | cially sustainable and resilient approa | ch to budgeting. | |
| KEY ACTIONS | | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions | s identified for deliv | rery in 2019-2020 | | |
| Strategy 5 | Good neighbourl and compliance. | y relations are maintained through eff | fective dispute resolution, community ed | ducation |
| KEY ACTIONS | | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| No key actions | s identified for deliv | rery in 2019-2020 | | |
| Strategy 6 | Maintain a consis | stent and efficient approach to laws a | nd compliance activities across the city | |
| KEY ACTIONS | | OUTCOMES | DELIVERABLES 2019-2020 | RESPONSIBILITY |
| contemporary and efficient f governance of | or the good | The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularlu. | Undertake a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019. | Coordination and Performance |



Doc ID No: A5883271

ITEM: 3

SUBJECT: REVIEW OF POLICIES - INFRASTRUCTURE AND ENVIRONMENT DEPARTMENT

AUTHOR: URBAN DESIGNER (PUBLIC OPEN SPACE)

DATE: 21 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning governance documents relating to the Infrastructure and Environment Department (IED) that were outlined in the report by the Policy Officer, at Council Ordinary meeting of 16 July 2019. In order to meet the new requirements of Council's Policy and Procedure Framework, changes are required to governance documents and are now to be presented for repeal.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled "Master Planning of Open Space", be repealed.
- B. That the policy titled "Community Facility Name Signs", be repealed.
- C. That the policy titled "Application of No Stopping Devices", be repealed.

RELATED PARTIES

There are no related parties associated with this report.

There are no declarations of conflict of interest by an officer.

ADVANCE IPSWICH THEME

Managing growth and delivering key infrastructure

PURPOSE OF REPORT/BACKGROUND

The Infrastructure and Environment Department has recently undertaken a review of policies which fall within its functional responsibility in accordance with the adopted Policy and Procedure Management Framework (hereon in referred to as the Framework).

The Infrastructure and Environment Department identified that the current 'Master Planning of Open Space Policy' (Attachment 1) does not comply with the definition of a policy, as

outlined in the Framework nor does its content align with the new Staff / Councillor Interaction Policy and overall principles of Transformation Project 13 (TP13). The current policy is considered a process and the information contained is considered operational. It should also be noted that there will not be a policy gap as a result of this repeal as the existing 'Master Planning of Open Space Policy' is not a policy nor is there a regulatory authority governing this requirement. Furthermore, this existing policy makes no reference to the existing Council endorsed Open Space and Recreation Strategy which is used to guide Council's strategic approach to the City's open space and recreation networks. As such, this report seeks Council's approval to repeal this policy without replacing it with an Administrative Directive or Procedure.

The Infrastructure and Environment Department also identified that the existing 'Community Facility Name Signs' Policy (Attachment 2) does not meet the definition of a policy. It should be noted that in Queensland, the *Transport Operations (Road Use Management) Act 1995* (TORUM) is the State legislation which specifies road management and other transport related matters across Queensland. TORUM states that "An official sign must be installed in a way specified by the Queensland Manual of Traffic Control Devices (MUTCD)". The installation of 'Community Facility Name Signs' are designed and installed as specified in the MUTCD. Therefore, there is no direct requirement for a separate Council Policy in regards to 'Community Facility Name Signs'. Consequently, it is proposed to repeal this policy without replacing it with an Administrative Directive or Procedure.

In addition, there is an existing 'Application of No Stopping Devices' Policy that provides guidance in relation to the criteria for the application of no stopping devices, either signs or yellow lines, to regulate stopping zones across the City. This existing policy (Attachment 3) does not meet the definition of a policy under the framework. As noted above, the MUTCD is used across the state and it specifies how an official sign must be installed. This existing policy was developed to supplement the existing legislation and to guide very specific application of this regulation (i.e. when to use a yellow line, when to use a sign) as the MUTCD is not this prescriptive. Under the framework, this policy is being replaced with an Administrative Directive as it is considered an operational matter. This Administrative Directive was sent to the A/CEO on 20 November 2019, waiting approval. There will not be any policy gaps as a result of this repeal.

Therefore, in light of the above, this report seeks Council's approval to repeal the following policies as outlined below:

| Policy Decision | | Rationale for Decision | Attachment |
|---|--------|--|------------|
| | Sought | | |
| Master Planning of Open Space Policy | Repeal | This current policy does not meet the definition of a policy, as outlined in the Framework. The current policy is a process and information contained within the policy is considered operational activities. There will not be any policy gaps as a result of the repeal. The repeal of this policy was endorsed by ELT on | 1 |

| Policy Decision Sought | | Rationale for Decision | Attachment |
|---|--------|--|------------|
| | | 21 November 2019. | |
| Community Facility Name Signs Policy | Repeal | This current policy does not meet the definition of a policy, as outlined in the Framework. The installation of these signs are already legislated through TORUM. There will not be any policy gaps as a result of the repeal. The repeal of this policy was endorsed by ELT on 14 November 2019. | 2 |
| Application of No Stopping Devices Policy | Repeal | This current policy does not meet the definition of a policy, as outlined in the Framework. The installation of these signs are already legislated through TORUM. The intention of this policy was to be more prescriptive in specific on site applications, and is considered more appropriate to be an Administrative Directive. There will not be any policy gaps as a result of the repeal. The repeal of this policy was endorsed by ELT on 3 October 2019. This Administrative Directive was sent to the A/CEO on 20 November 2019, waiting approval. | 3 |

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Act 2009

Planning Act 2016

Local Government Regulation 2012

Transport Operations (Road Use Management) Act 1995 (TORUM)

RISK MANAGEMENT IMPLICATIONS

The review of these policies has been undertaken in accordance with Council's adopted Policy and Procedure Management Framework. Any delay in approving the recommendations of this report will result in non-compliant governance documents remaining in effect.

FINANCIAL/RESOURCE IMPLICATIONS

Associated financial implications for the governance document review and update are contained within operational budgets for the Infrastructure and Environment Department.

COMMUNITY AND OTHER CONSULTATION

Consultation for the above governance documents has been undertaken with, and supported by, the relevant internal stakeholders from the Infrastructure and Environment Department and the Corporate Planning Manager of the Coordination and Performance Department.

CONCLUSION

In accordance with Council's adopted Policy and Procedure Management Framework, the Infrastructure and Environment Department have undertaken a review of key existing governance documents. The outcome of this review are summarised in the report and presented for Council's consideration.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- 1. Master Planning of Open Space Policy 🖟 🖺
- 2. Community Facility Name Signs Policy 🗓 🖺
- 3. Application of No Stopping Devices Policy 🗓 🖼

Grant Sorensen

URBAN DESIGNER (PUBLIC OPEN SPACE)

I concur with the recommendations contained in this report.

Mary Torres

INFRASTRUCTURE STRATEGY AND PLANNING MANAGER

I concur with the recommendations contained in this report.

Tony Dileo

MANAGER INFRASTRUCTURE STRATEGY

I concur with the recommendations contained in this report.

Charlie Dill

GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

"Together, we proudly enhance the quality of life for our community"



MASTER PLANNING OF OPENSPACE POLICY

DOCUMENT NO: A3755765

1.1 Objectives:

The objective of this policy is to outline the scope of process for master planning Council's open space network.

1.2 Regulatory Authority:

Nil

1.3 Policy Statement:

Ipswich City contains an open space network that consists of a variety of recreational settings. These include sports and courts facilities, recreational, waterside and linear parklands, as well as reserves and conservation estates. Ipswich City's open space network is of major benefit to its residents and a major attractor of visitors to the region. Through the application of master planning, Ipswich City Council will plan a flexible and functional open space network that provides for the active and passive recreational needs of the residents of and visitors to the City

1.4 Scope:

1.4.1 Master Planning of Local Parks

Subject to the direction of the Chief Operating Officer (Works, Parks and Recreation), master planning of any Local Level parkland, excluding Local level Sports ground and Courts Facilities, is generally <u>not</u> supported. Alternatively, master planning of Local level Sports ground and Courts Facilities will be undertaken by the Works Parks and Recreation.

Planning / Design Resources

Subject to the direction of the Chief Operating Officer (Works, Parks and Recreation), site planning of Local Parks will be undertaken by planning officers within the Works Parks and Recreation to inform the development of Conceptual Master plan options. These options will be presented to the Divisional Councillor for consideration of a preferred option.

Note: Detailed master plans will not be produced for Local Recreation Parks, with the exception of Local level Sports ground and Courts Facilities.

Stakeholder Consultation

Consultation, media and facilitation are at the discretion of the divisional councillor and may include divisional newsletters, meetings with individual residents or other means employed within the councillor's secretarial support such as letterbox drops. The Divisional Councillor will facilitate any consultation in regard to the master planning of local parks, planning officers from the Works Parks and Recreation can attend public meetings if required.

Adoption of Master Plans for Local Parks

Adoption of master plans and amendments to master plans for local parks is via councils Chief Operating Officer (Works Parks and Recreation). Prior to the adoption of a local park master plan or amendment to a local park master plan the delegate shall consult with the Chairperson of the Parks Sport and Recreation Committee and the relevant Divisional Councillor, for the purpose of establishing whether they have any objection to the adoption of the plan. Only upon the request of the Chairperson or a Councillor, the matter shall be referred to the first available meeting of the Parks Sport and Recreation Committee.

Identification of capital works

Following adoption of the final concept master plan, Works Parks and Recreation planning officers will undertake the Identification of projects reflected in the master plan, in consultation with the relevant Divisional Councillor, for consideration in Council's future capital works programs.

1.4.2 Master Planning of Citywide and District Parks

Planning / Design Resources

Site Planning of District and Citywide Parks will be undertaken by planning officers within the Works Parks and Recreation to inform the development of Conceptual Master plan options. These options will be presented to the Chairperson and Deputy Chairperson of the Parks Sport and Recreation Committee and Divisional Councillor and nominated external key stakeholders for consideration of a preferred option. The preferred conceptual master plan option will be developed into a draft detailed master plan, then a final detailed master plan following adoption by Council.

Stakeholder Consultation

Works Parks and Recreation Planning officers will develop a tailored stakeholder engagement process in consultation with the Chairperson and Deputy Chairperson of the Parks Sport and Recreation Committee and the Divisional Councillor. Works Parks and Recreation planning officers will be responsible for organising group consultation meetings, project promotional material, media, letter box drops and surveys. Works Parks and Recreation planning officers can provide additional support to Chairpersons and Divisional Councillors if additional stakeholder related consultation meetings are requested.

Adoption of Master Plans

Adoption of master plans and amendments to master plans for District and Citywide level parks is via councils Parks Sport and Recreation Committee. Prior to the adoption or amendment to a District or Citywide level park master plan the delegate shall consult with the Chairperson of the Parks Sport and Recreation Committee and the relevant Divisional Councillor/s, for the purpose of establishing whether they have any objection to the adoption of the plan.

Identification of capital works

Following adoption of the final detailed master plan, Works Parks and Recreation planning officers will undertake the "Identification" of projects reflected in the master plan, in consultation with the Chairperson of the Parks Sport and Recreation Committee and the relevant Divisional Councillor/s, for consideration in Council's future capital works programs.

1.4.3 Master Planning of Amenity Nodes (Located in Conservation Estates)

Planning / Design Resources

Site Planning of Amenity Nodes with Council's Conservation Estates will be undertaken by Works Parks and Recreation planning officers to inform the development of Conceptual Master plan options. These options will be presented to the Chairperson and Deputy Chairperson of the Parks Sport and Recreation Committee, Chairperson and Deputy Chairperson of the Environment Committee and the Divisional Councillor and nominated external key stakeholders for consideration of a preferred option. The preferred conceptual master plan option will be developed into a draft detailed master plan. In lieu of prior adoption by Council of a Land Management Plan for a Conservation Estate, the master plan for an amenity node will not need to be submitted to committee for adoption.

Stakeholder Consultation

Works Parks and Recreation planning officers will develop a tailored stakeholder engagement process in consultation with the Chairperson and Deputy Chairperson of the Parks Sport and Recreation Committee, Chairperson and Deputy Chairperson of the Environment Committee and the Divisional Councillor. Works Parks and Recreation staff will be responsible for organising group consultation meetings, project promotional material, media, letter box drops and surveys. Works Parks and Recreation staff can provide additional support to Chairpersons and Divisional Councillors if additional stakeholder related consultation meetings are requested.

Adoption of Master Plans

Adoption of master plans and amendments to master plans for Amenity Nodes is via councils Chief Operating Officer (Works Parks and Recreation). Prior to the adoption of an Amenity Node master plan or amendment, the delegate shall consult with the Chairperson and Deputy Chairperson of the Parks Sport and Recreation Committee, Chairperson and Deputy Chairperson of the Environment Committee and the Divisional Councillor, for the purpose of establishing whether

they have any objection to the adoption of the plan. Only upon the request of the Chairperson or a Councillor, the matter shall be referred to the first available meeting of the Parks Sport and Recreation Committee.

Identification of capital works

Following adoption of the final detailed master plan, Works Parks and Recreation planning officers will undertake the *Identification* of projects reflected in the master plan, in consultation with the Chairperson of the Parks Sport and Recreation Committee, Chairperson of the Environment Committee and the relevant Divisional Councillor/s, for consideration in Council's future capital works programs.

1.5 Roles and responsibilities:

The Works, Parks and Recreation Department is responsible for the "Identification" phase of Council's Capital works planning and delivery process. This includes Strategic Open space Master plans, Master Plans (Parks) and Identification / prioritization of Capital works.

1.6 Definitions:

Local Recreation Parks

Local recreation parks are associated with urban residential areas, with a preferred land area >5000m2. They are intended to service a catchment of approximately 1000 persons or persons within a 500m radius. In rural townships they service both the town and surrounding rural areas.

Local Sports ground and Courts Facilities

Local Sports ground and Courts Facilities have a preferred land area >5ha . They are intended to service a catchment of approximately 9,000 persons.

District Recreation Parks

District recreation parks are associated with urban residential areas, with a preferred land area 4 ha. They are intended to service a catchment of approximately 10,000 persons or persons within a 20 – 30minute vehicular trip.

Citywide Parks

Citywide Parks and Sports ground and Courts Facilities have a preferred land area >10ha. They are intended to service a citywide and regional catchment

Amenity Nodes

Amenity nodes are located within Councils conservation estates. They serve as an intensive recreational hub for the estate, as well as designated trail head for the estates broad trail network.

Conceptual Master Plan

A conceptual master plan for a park explores the basic layout, size and physical relationship of existing and new elements within a parkland and its surrounding land uses.

Detailed Master Plan

A detailed master plan for a park explores in detail the layout, size and physical relationship of existing and new elements within a parkland and its surrounding land uses.

Strategic Open space Master Plan

A strategic open space master plan explores at concept level, the function of open space and the physical relationship within Ipswich's open space network and interdependency with other citywide and regional level network planning.

Council's capital works process

Council's capital works process is made up of 5 distinct phases. These consist of;

- 1. Identification Master planning, identification and strategic prioritization of future capital works projects.
- 2. Concept Concept design for capital works planning
- 3. Planning & Design Detailed planning and design for capital works delivery purposes
- 4. Execution Execution of capital works delivery
- 5. Closure Finalisation of capital works delivery for hand over to Asset Custodian (Works, Parks and Recreation Department)

Note: The Works, Parks and Recreation Department is responsible for phase 1. "Identification" for Council's open space and natural areas network. This excludes Divisional Allocation projects, which is undertaken by IS in line with applicable open space master plans.

1.7 Policy Author:

Principal Officer (Open space, Land and Facilities Operations) Works, Parks and Recreation Department

Date of Review: 19 January 2018

Date of Council Resolution: 1 December 2015

Committee Reference and Date: P&A Board No. 2015(12) of 17 November 2015 - City

Management and Finance Committee No. 2015(12) of 24 November 2015

No. of Resolution: 1

Date to be Reviewed: 19 January 2020



Community Facility Name Signs Policy

Document No: A4489715

- **1.1 Objectives**: The purpose of this policy is to provide a standardised framework and to promote consistency in the installation of Community Facility Name Signs.
- **1.2 Regulatory Authority**: The installation of Community Facility Name Signs is outlined in the Manual of Uniform Traffic Devices (MUTCD) Part 6. The Traffic and Road Use Manual (TRUM) dictates that local governments have the authority to install signage in accordance with the MUTCD.
- **1.3 Policy Statement**: Council will install direction signs to community facilities to aid visitors in finding their destination.

Community facilities can be separated into three broad categories:

- 1. General Community Facilities
- (e.g. town hall, civic centre, depot and tip, small airport, post office, small shopping centre, church, tertiary education establishment, sporting and recreational grounds and facilities).

These facilities are covered by this policy.

2. Tourist Facilities

(e.g. places of public, scenic, historic or cultural interest recognised by Council). These facilities are not covered by this policy.

3. Service Facilities

Many commercial service facilities (e.g. petrol, accommodation, caravan park) and community service facilities (e.g. hospital with a casualty department, parking area, public telephone, boat ramp) are depicted by symbolic service signs. Service facilities which are depicted using a symbolic service sign are generally significant and require both advance and position signs (these are detailed in the Manual of Uniform Traffic Control Devices (MUTCD), Part 6).

Some service facilities however, do not have a recognised service symbol and therefore must be identified by a community facility name sign.

Direction signing is only part of the overall information system provided for drivers. The basic premise in guiding drivers through the road system is that there has been some preparation by drivers before commencing a journey to determine the routes which may be followed via maps. Thus, community facility name signs should only be used in close proximity to a particular facility and not used to guide motorists through the road system. Such practice will prevent an undesirable proliferation of signs and increase the effectiveness of important regulatory, warning and direction signs.

General

For the purpose of this policy, community facilities are described as facilities, generally of a non-commercial nature, which are likely to be sought by significant numbers of people who do not live in the district.

Inclusion of group commercial establishments (e.g. shopping centres, business centres) is acceptable, but not individual commercial establishments. Schools (including kindergartens, child care centres, pre-schools, primary and secondary schools) would normally only be included if they have some special facility sought by large numbers of people who do not live in the district.

Sign Shape, Colour and Name

Community facility name signs shall be rectangular signs similar to street name signs. Community facility name signs should usually be white lettering on blue background with at least the legend, and preferably the background, reflective. As specific facilities are likely to be sought by name, the shortest name by which the facility is commonly known should be shown on the sign. A denominational name may be included on signs indicating churches. Where the orientation of the sign does not adequately indicate the direction to the street (e.g. at exits from minor roundabouts) an arrow may be incorporated in the sign.

(Community facility name sign design (e.g. sign length, sign depth, letter height) is detailed in the MUTCD, Part 5).

Location and Mounting

Community facility name signs are provided at intersections to direct road users to community facilities located on side streets. They are not normally provided for facilities which abut a major road.

Signs are normally provided at a single location to indicate the most convenient route to the facility from the nearest major road (i.e. typically Council's strategic road network). Signing at two or more locations should be used only when the facility generates an appreciable amount of traffic, where similarly convenient routes originate at widely separated points on major roads, or where a number of alternative routes are needed to accommodate the traffic volumes. Community facility name signs should generally not indicate directions to facilities that are beyond the suburb or locality in which the sign is to be located. They should not be more than 1 km (urban) or 2 km (rural) from the facility. Community facility name signs are normally mounted on the same post as the street name and immediately below it.

Generally, a maximum of four (4) signs, including the street name sign(s), should be erected on the one post. Increasing the number of signs permitted at one location may compromise the drivers ability to absorb information and react appropriately.

Categories and Responsibility

Essential Service Facilities

(e.g. Police, ambulance, fire brigade, state emergency service).

Council installs and maintains sign(s) at Council's cost. This will be limited by the budget allocation available.

Local Community Facilities (non-commercial)

(e.g. sporting facilities, churches, youth centres).

Council installs and maintains sign(s) at Council's cost. This will be limited by the budget allocation available.

Commercial Community Facilities

(e.g. shopping centres which are remote from the major road network with at least six (6) shops and difficult to locate without a sign).

Council installs and maintains sign(s) at applicant's cost.

Sign Maintenance, Replacement and Removal

Community facility name signs should be removed when the facility to which they refer no longer exists or where such removal becomes necessary due to road construction and or the installation of public utility services.

All community facility name signs installed prior to the adoption of this policy are to remain in effect and reviewed in line with this policy when the sign is no longer serviceable.

Application Process

- (i) The proposal is to be submitted to Council's Infrastructure Services Department by the applicant or agent showing location and desired wording of proposed sign.
- (ii) Council officers will investigate the proposal in accordance with this policy.
- (iii) The applicant and/or agent and local councillor will be advised of the outcomes of the investigation, including the recommended location of sign(s).
- (iv) For commercial community facilities, the applicant and/or agent will also be advised of the approximate cost per sign. If the applicant wishes to proceed, Council officers will initiate the works.
- **1.4 Scope**: The aim of this policy and the above principles is to maintain consistency across the City. The principles outlined within this policy are to be applied and departure from these will occur based on an engineering assessment and consideration of any special circumstances.
- **1.5 Roles and responsibilities**: The principles outlined within this policy are to be used by Council's Infrastructure Services Department as a guide when installing new Community Facility Name Signs across Ipswich.

Council's City Maintenance Branch are to replace aging assets in line with the principles outlined within this policy rather than replacing like for like.

Council's Planning and Development Department are to ensure the principles outlined within this policy are applied when assessing development applications.

1.6 Policy Author: Technical Officer (Traffic)

Date of Council Resolution: 14 November 2017

Committee Reference and Date: Infrastructure and Emergency Management Committee

No. 2017(02) of 8 November 2017

No. of Resolution: 3

Date to be reviewed: 14 November 2019



APPLICATION OF NO STOPPING DEVICES POLICY

Document No: A3752873

1.1 Objectives:

The objective of this policy is to provide guidance in relation to the criteria for the application of no stopping devices, either signs or yellow lines, to regulate no stopping zones throughout Ipswich.

1.2 Regulatory Authority:

- Local Government Act 2009
- Transport Operations (Road Use Management) Act 1995
- Transport Operations (Road Use Management Road Rules) Regulation 2009
- Manual of Uniform Traffic Control Devices
- Delegation 'Regulatory Traffic and Parking Signs' dated 12 April 2006
- · Sub-Delegation 'Regulatory Traffic and Parking Signs'
- Ipswich City Council Local Law 5 (Parking)
- Ipswich City Council Subordinate Local Law No 5.1 (Parking)

1.3 Policy Statement:

Council will follow the implementation principles outlined in Table 1 below with regards to the application of no stopping devices Citywide.

TABLE 1
Implementation Principles of No Stopping Zones in Ipswich

| TREATMENT | WHERE TO IMPLEMENT | OTHER COMMENTS |
|-------------------|--|--|
| Yellow Lines | Most locations across the City in order to be consistent. Where the no stopping restriction is all the time. | Only apply to areas that have kerb and channel (or where a site assessment indicates that application may be appropriate i.e wide sealed shoulders). Generally do not install yellow line for no stopping restrictions where stopping is already prohibited by the road rules. |
| No Stopping Signs | In areas where there is no kerb and channel, except as noted above. If the no stopping regulation has a | Generally do not install a no stopping sign where stopping is already prohibited by the road |

| | condition attached to it such as time | rules. |
|------------------|---|---------------------------------|
| 1 | restriction etc. | |
| 1 | In locations where there is an | |
| | adjacent parking restriction sign, or | |
| | other sign installed (i.e. sign will be a | |
| | multi panel / multi message sign | |
| | instead of standalone). | |
| Yellow Lines and | Generally, not recommended for use | By using both treatments at the |
| Signs (combined) | at the same location. | same location it can provide |
| | | conflicting messages to |
| | | motorists in other areas across |
| | | the City. |

1.4 Scope:

The aim of this policy and the above principles is to maintain consistency across the City. The principles outlined in Table 1 are to be applied and departure from these will occur based on an engineering assessment and consideration of any special circumstances.

1.5 Roles and responsibilities:

The principles outlined in Table 1 are to be used by Council's Infrastructure Services Department as a guide when installing new no stopping zones across Ipswich.

Council's City Maintenance Branch are to replace aging assets in line with the principles outlined in Table 1 rather than replacing like for like.

Council's Planning and Development Department are to ensure the principles outlined in Table 1 are applied when assessing development applications.

1.6 Policy Author: Engineer (Traffic)

Date of Review: 28 March 2017

Date of Council Resolution: 28 April 2015

Committee Reference and Date: Policy and Administration Board No.2015(03) of 14 April

2015 - City Management and Finance Committee No.2015(04) of 21 April 2015

No of Resolution: 1

Date to be Reviewed: 28 March 2019

Doc ID No: A5896851

ITEM: 4

SUBJECT: REVIEW OF POLICIES - COMMUNITY, CULTURAL AND ECONOMIC

DEVELOPMENT

AUTHOR: BUSINESS IMPROVEMENT OFFICER

DATE: 12 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning a review of policies in relation to the functions of the Community, Cultural and Economic Development Department undertaken in accordance with council's Policy and Procedure Management Framework adopted by Council on 16 July 2019.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policies detailed in Table 1, be repealed.
- B. That the amended policies detailed in Table 2, be adopted.
- C. That the new policy detailed in Table, 3 be adopted

TABLE 1 – Policies to be repealed

| Name of Policy | Adopted at Council | Attachment Number |
|---|--------------------|----------------------|
| Ipswich Outdoor/Nature-Based Recreation Policy | 28 June 2016 | 1 |
| Skate and BMX Facilities Policy | 29 November 2016 | 2 |
| Sport, Recreation and Physical Activity Policy | 21 May 2013 | 3 |
| Multi-Use Sport and Recreation Facilities Policy | 23 April 2013 | 4 |
| Requests to Purchase a City of Ipswich Logo Flag Policy | 21 February 2012 | 5 |
| Sponsorship of Promotional Street Banners Policy | 8 November 2012 | 6 |
| Installation of Claude Identilite Signage Policy | 14 November 2017 | 7 |

TABLE 2 – Amended Policies

| Name of Policy | Adopted at Council | Attachment Number |
|---------------------------------------|--------------------|----------------------|
| Community Donations Policy - Current | 29 January 2019 | 8 |
| Community Donations Policy - Proposed | | 9 |

| Bursaries, Scholarship and Other Funding for | 26 June 2018 | 10 |
|--|-----------------|----|
| Community Purposes Policy - Current | | |
| Bursaries, Scholarship and Other Funding for | | 11 |
| Community Purposes Policy - Proposed | | |
| Community Engagement Policy - Current | 1 December 2015 | 12 |
| Community Engagement Policy - Proposed | 13 | |

TABLE 3 – New Policies

| Name of Policy | Attachment Number |
|--------------------|----------------------|
| Active City Policy | 14 |

RELATED PARTIES

There are no related parties associated with this report.

ADVANCE IPSWICH THEME

- Managing growth and delivering key infrastructure
- Caring for the community

PURPOSE OF REPORT/BACKGROUND

The Community, Cultural and Economic Development Department has recently undertaken a review of policies which fall within its functional responsibility in accordance with the adopted Policy and Procedure Management Framework.

This report seeks council's approval to repeal, amend and/or adopt policies relating to:

SPORTS AND RECREATION

The Department has identified five (5) policies relating to Sport and Recreation for repeal and/or adoption as outlined below:

| Policy | Decision Sought | Rationale for Decision | <u>Attachment</u> |
|---|--------------------|---|-------------------|
| Active City Policy | Adopt | The new Active City Policy was | 14 |
| Ipswich Outdoor/Nature- Based Recreation Policy | Repeal | developed to set a clear high level agenda and purpose for Council to | 1 |
| Skate and BMX Facilities Policy | Repeal | create an Active City. This policy replaces the following | 2 |
| Sport, Recreation and Physical Activity Policy | Repeal | policies: | 3 |
| Multi-Use Sport and Recreation Facilities Policy | Repeal | Ipswich Outdoor/Nature-Based Recreation Policy Skate and BMX Facilities Policy Sport, Recreation and Physical Activity Policy Multi-Use Sport and Recreation | 4 |

| Facilities Policy | |
|---|--|
| The above four (4) policies, while specific to specific areas of sport, recreation, physical activity, active travel and/or outdoor/nature-based recreation are all similar in nature and have all been identified as being suitable to roll into one overall policy. Elements of these policies refer to procedural matters which will be identified in specific procedures and work instructions. | |

COMMUNITY DEVELOPMENT

The Department have identified three (3) policies relating to Community Development for adoption as outlined below:

| Policy | Decision Sought | Rationale for Decision | <u>Attachment</u> |
|--|--------------------|--|-----------------------------|
| Community Donations Policy | Adopt | Policy information transferred to the new policy template and additional fields completed which includes roles and responsibilities, monitoring and evaluation and key stakeholders. "A large scale funding review is currently being undertaken by PricewaterhouseCoopers, which includes a review and audit of all council funding programs. The funding review, which is expected to be completed in December 2019, will influence further policy changes in | Current: 8 Proposed: 9 |
| Bursaries, Scholarship and Other Funding for Community Purposes Policy | Adopt | Policy information transferred to the new policy template and additional fields completed which includes roles and responsibilities, monitoring and evaluation and key stakeholders. "A large scale funding review is currently being undertaken by PricewaterhouseCoopers, which includes a review and audit of all council funding programs. The funding review, which is expected to be completed in December 2019, will | Current: 10 Proposed: 11 |

| | | influence further policy changes in 2020". | |
|-----------------------------------|--|--|-----------------------------|
| Community Engagement Adopt Policy | | The Community Engagement Policy was drafted by the TP#15 Project Lead and seeks to articulate Council's approach and commitment to community engagement. | Current: 12 Proposed: 13 |
| | | Particular consultation occurred with Council's Executive Services Manager in relation to the articulation of Councillors role in community engagement and the Executive Services Manager has approved of the wording utilised within this policy. | |
| | | As TP#15 continues to deliver and implement its remaining deliverables, this Community Engagement Policy will be supported by a Community Engagement Strategy, Operating Model, Practice Manual and various templates and resources. | |

MARKETING AND PROMOTION

The Department have identified three (3) policies relating to Marketing and Promotion to be repealed as outlined below:

| Policy | Decision Sought | Rationale for Decision | <u>Attachment</u> |
|---|--------------------|--|-------------------|
| Requests to Purchase a City of Ipswich Logo Flag Policy | Repeal | Policy to be repealed as it is no longer required and not consistent with current legislation. | 5 |
| | | Clubs and organisations could apply via their relevant divisional councillor's office for a City of Ipswich Logo flag for official club purposes once every three (3) years and this was charged to the respective Councillor's corporate gift allocation. | |
| | | Given that this allocation no longer exists, we no longer require a policy or procedure and organisations can contact council through the normal channels if they require a flag. | |
| Claude Identilite Signage | Repeal | Policy is no longer required in line with | 7 |

| Policy | | the new delegations process. The | |
|---|--------|---|---|
| | | amended procedure supports the | |
| | | agreement and the current delegation. | |
| Sponsorship of Promotional Street Banners Policy | Repeal | The policy does not meet the requirements of Schedule 2 - Subordinate Local Law No. 3 (Commercial Licensing) 2013. | 6 |
| | | The local laws were initially approved by Council and State interest check in 2013 and the recent review which comes into effect 1 November 2019 sees these provisions unchanged. This review was also approved by Council (IMC). | |
| | | One of the core requirements for all temporary advertising signs is that they are on the site to which the device/s relate. Therefore, a street banner suspended across Brisbane Street for example would be precluded by this requirement. Further, traffic safety and distraction is also paramount throughout the local law standards provided and this would generally be relied upon in a regulatory/enforcement scenario for street banners. The stipulated standards for each sign type must be complied with in order for a sign to be considered lawful. | |
| | | The marketing services team completed an audit of community signage across the city, most communities and community organisations were adhering to the local law signage requirements and using off-street banners or approved street pole banner sites. In areas where promotional banners were still being used (i.e. Rosewood) the marketing services team worked with community groups to develop and deliver street pole banners and provide access to council marketing channels to promote events or services | |

| to the community. | |
|--|--|
| A procedure will be developed for street light pole banners. | |

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

- Local Government Act 2009
- Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The review of these policies has been undertaken in accordance with council's adopted Policy and Procedure Management Framework. Any delay in approving the recommendations of this report will potentially have adopted policies inconsistent with the council framework.

FINANCIAL/RESOURCE IMPLICATIONS

The review of all policies associated with the functions of the Community, Cultural and Economic Development Department are being managed as part of the department's operational budget for 2019-2020.

COMMUNITY AND OTHER CONSULTATION

Consultation has been undertaken with relevant internal stakeholders in relation to the policies presented for repeal and/or adoption as follows:

SPORTS AND RECREATION

Active City Policy /Ipswich Outdoor/Nature-Based Recreation Policy /Skate and BMX Facilities Policy /Sport, Recreation and Physical Activity Policy /Multi-Use Sport and Recreation Facilities Policy

- Community, Cultural and Economic Development Department
 - Community and Cultural Services Branch
 - Marketing and Promotions Branch
- Infrastructure and Environment Department
 - Infrastructure Strategy Branch
 - Environment and Sustainability Branch
 - Works and Field Services Branch
- Planning and Regulatory Services Department
 - City Design Branch

Only minor suggestions, comments and edits were made towards the draft Policy, with most as suitable and implemented where appropriate.

COMMUNITY DEVELOPMENT

<u>Community Donations Policy / Bursaries, Scholarship and Other Funding For Community Purposes Policy</u>

- Corporate Services
 - Finance
- Community, Cultural and Economic Development
 - o Community Development Branch
- General Managers
- Business Transformation Project #9 (Policies, Procedures and Local Laws Team)
- Business Transformation Project #13 (Return to Elected Representation Team)

As only minor changes were made to the policy, further consultation will be undertaken once the Funding Review is completed by PricewaterhouseCoopers.

Community Engagement Policy

- The policy was circulated amongst the entire Business Transformation Project #15 (Community Engagement Team) and all supported the proposed changes to the policy.
- Business Transformation Project #13 (Return to Elected Representation Team) approved of wording in the policy.

MARKETING AND PROMOTION

Requests to Purchase a City of Ipswich Logo Flag Policy

- Community, Cultural and Economic Development
 - Marketing and Promotions
- Coordination and Performance
 - Executive Services
- Business Transformation Project #13 (Return to Elected Representation Team)
- All agreed that the policy should be repealed as it is no longer required.

Sponsorship of Promotional Street Banners Policy

Consultation was undertaken between Community, Cultural and Economic Development - Marketing and Promotion and Planning and Regulatory - Parking and Local Laws who all agreed and supported the decision to repeal this policy.

Claude Identilite Signage Policy

- Community, Cultural and Economic Development
- Corporate Services
 - Legal and Governance
- Coordination and Performance
 - Executive Services
- Business Transformation Project #13 (Return to Elected Representation Team)

Consultation was undertaken between Legal Services and Executive Services and legal advice was provided that the policy can be repealed as it is not required.

CONCLUSION

In accordance with council's adopted Policy and Procedure Management Framework, the Community, Cultural and Economic Development Department have undertaken a review of policies relating to its functions which are presented for council's consideration.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- Ipswich Outdoor/Nature-Based Recreation Policy
 Skate and BMX Facilities Policy
 Sport, Recreation and Physical Activity Policy
- 4. Multi-Use Sport and Recreation Facilities Policy 🗓 🖺
- Requests to Purchase a City of Ipswich Logo Flag Policy
- 6. Sponsorship of Promotional Street Banners Policy 🗓 🖺
- 7. Installation of Claude Identilite Signage Policy 🗓 🖺
- 8. Community Donations Policy Current <u>U</u>
- 9. Community Donations Policy Proposed 🗓 🖺
- 10. Bursaries, Scholarship and Other Funding for Community Purposes Policy Current 1.
- 11. Bursaries, Scholarship and Other Funding for Community Purposes Policy Proposed 1
- 12. Community Engagement Policy Current 🗓 🖫
- 13. Community Engagement Policy Proposed 1
- 14. Active City Policy U

Anne Eves

BUSINESS IMPROVEMENT OFFICER

I concur with the recommendations contained in this report.

Ben Pole

GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

"Together, we proudly enhance the quality of life for our community"



IPSWICH OUTDOOR/NATURE-BASED RECREATION POLICY

DOCUMENT NO: A4985493

1.1 Objectives:

The Ipswich Outdoor/Nature-Based Recreation Policy sets the strategic framework for the provision, planning, development, management, maintenance and activation of sustainable outdoor/nature-based recreation in Ipswich.

1.2 Regulatory Authority:

- Ipswich City Council Advance Ipswich 2015
- Ipswich City Council Corporate Plan 2017 2022
- Ipswich City Council Open Space and Recreation Strategy 2014
- Ipswich City Council Nature Conservation Strategy 2015
- Ipswich City Council Draft Outdoor Recreation Plan 2015
- Ipswich City Council Conservation Estates and Reserves Management Policy
- Ipswich City Council Ipswich Enviroplan Policy

1.3 Outdoor/Nature-Based Recreation in Ipswich

The City of Ipswich provides numerous opportunities for participation in outdoor/nature-based recreation. With increasing participation in outdoor/nature-based recreation activities comes an increased management requirement to ensure the continued protection and conservation of the natural environment within Ipswich.

1.4 Underpinning Principles

The following principles underpin the Ipswich Outdoor/Nature-Based Recreation Policy:

- Provision of a range of diverse settings for outdoor/nature-based recreation activities.
- Determination of future needs for outdoor/nature-based recreation facility provision.
- Council's Natural Area Estate Land Management Zones classification and hierarchy are to be used to determine appropriate level of activity within a site:
 - o Low impact nature-based recreation for citywide and district natural areas.
 - Use of citywide and district natural areas for sustainable nature-based recreation is secondary to ecological values and to be determined on a site-by-site basis.
 - o High impact outdoor recreation is suitable for local level natural areas.
- Recreation in the Natural Area Estate is sustainable, affordable, accessible and does not degrade the natural, ecological, cultural and social resources on which it depends.
- Access to a range of outdoor/nature-based recreation opportunities that do not negatively impact on the Natural Area Estate are promoted.
- Encourage provision of nature-based recreation opportunities by the private sector.
- Recreational user groups have a responsibility to contribute to the management of the natural resources upon which their activities depend.

Page 1 of 4

1.5 Policy Statement:

Council is committed to the future provision, planning, development, management, maintenance and activation of high quality sustainable outdoor/nature-based recreation opportunities in the City of Ipswich. Where appropriate, Council will:

Planning

- Assess the need for the provision of outdoor/nature-based recreation activities based on demand and the identification of suitable sites to ensure a sustainable fit between ecological values and outdoor/nature-based recreation activities.
- Locate outdoor/nature-based recreation activities and settings in accordance with Council's Natural Area Estate Land Management Zones classification to ensure the protection of ecological values:
 - Amenity Zone: Low value conservation → High impact recreation
 - Buffer Zone: Medium value conservation → Medium impact recreation
 - o *Conservation Zone*: High value conservation → Low impact recreation
 - Biodiversity Zone: Very High value conservation → Nil or Very Low impact recreation
- Use the following core *Performance Criteria for Site Selection* to identify appropriate sites for identified outdoor/nature-based recreation activities, settings and facilities:
 - o *Demand* Is there an adequate level of demand for the activity? Is the activity already accommodated at another location within reasonable proximity?
 - Open Space Network Classification Does the activity align with the intent of site?
 - Site Zoning Is the activity consistent with land management zoning?
 - Outdoor Recreation Activity Categories Is the activity authorised?
 - Carrying Capacity Does the site have capacity to accommodate the activity?
- Use the Suitability Checklist for Outdoor Recreation Activities at a Determined Site Tool to ensure any activity is both environmentally sustainable and fit-for-purpose.
- Where possible, ensure outdoor/nature-based recreation projects deliver positive conservation outcomes.

Development

- Provide forward planning and site based design for the development of facilities and settings to support a variety of outdoor/nature-based recreation activities.
- Develop outdoor/nature-based recreation activity settings and facilities in accordance with accepted outdoor/nature-based recreation activity standards.
- Provide outdoor/nature-based recreation facilities that are safe, optimise community usage and encourage increased participation in outdoor/nature-based recreation.
- Provide facilities and settings that are complementary to and protect the natural environmental conservation values of the settings within which they are positioned.

Management and Maintenance

- Manage and maintain outdoor/nature-based recreation activities, facilities and settings in accordance with accepted activity standards.
- Allocate and manage the use of outdoor/nature-based recreation facilities and settings for a variety of outdoor/nature-based recreation activities and user groups.
- Encourage and promote the development of Trail Care Groups at identified locations to assist in the development, management and maintenance of recreation trails.

Page 2 of 4

- Implement a *Risk Management Framework* for specific activities or facilities to provide a safe, healthy visitor experience and protect the natural environment:
 - 1. Identify the risks Identify all risks associated with an area or activity.
 - 2. Assessment of risks assess the level of each risk:
 - The level of inherent risk of the activity.
 - The likely impact on the environment/setting as a result of the activity.
 - The level of difficulty of the setting for the activity.
 - The level of experience/ability of the participant.
 - 3. Manage the risks decide on and use appropriate control measures.
 - 4. Monitor and review monitor residual risks and review.
- Implement a *Monitoring and Evaluation Program* to monitor participation in, and demand for various activities and the impacts of these activities on the environment.

Activation

- Develop and deliver programs to activate the use of outdoor/nature-based recreation settings aimed at increasing participation in outdoor/nature-based recreation.
- Encourage outdoor/nature-based recreation clubs and Trail Care Groups to assist in the
 development, management and maintenance of activities, programs and services
 including conservation measures to ensure the sustainability of the activity.
- Increase outdoor/nature-based recreation participants' awareness and understanding
 of environmental processes and understanding of the importance of conserving nature
 through appropriate education campaigns.
- Manage access to sensitive natural areas through the facilitation of nature-based recreation activities and programs that result in no-net-loss of ecological values.
- Allow participants to partake in outdoor/nature-based recreation activities through the provision of supporting facilities and services within identified natural areas.
- Develop a set of guidelines to ensure the activation of natural areas for outdoor/nature-based recreation activities is appropriate and sustainable.
- Ensure residents of all abilities have opportunity for involvement and access to outdoor/nature-based recreation participation opportunities where feasible.
- Seek out, establish and support strong working partnerships with key organisations aimed at the development and provision of quality facilities, programs and services.
- Actively promote new and existing outdoor/nature-based recreation activity opportunities within the City including private facilities.
- Actively identify and advise those outdoor/nature-based recreation activities that are
 either 'authorised', 'authorised with a permit' or 'unauthorised' within Ipswich's
 Natural Area Estate through appropriate procedures and notifications.
- Categorise and monitor authorised and unauthorised outdoor/nature-based recreation activities from a demand, impact, setting and risk management perspective to be considered for future authorisation on a site by site basis.

1.5 Scope:

The Outdoor/Nature-Based Recreation Policy applies to all outdoor/nature-based recreation undertakings conducted by Council including the development of sustainable high quality planning, policy, programs, facilities, partnerships, activities and services aimed at increasing participation in outdoor/nature-based recreation activity in Ipswich.

Page 3 of 4

1.6 Roles and responsibilities:

This Outdoor/Nature-Based Recreation Policy is to be implemented by all Council staff and partners involved in and responsible for the planning, development, delivery, management, maintenance and activation of sustainable outdoor/nature-based recreation partnerships, settings, facilities, activities, programs and services in Ipswich.

1.7 Definitions:

- Nature-based Recreation Activities that are dependent on the natural environment; have an appreciation of nature as a motivational factor; do not require substantial modification to the natural environment; and are environmentally sustainable.
- **Outdoor Recreation** Recreation or sport activities undertaken in natural, rural and urban open space without significantly changing those places.
- **Recreation Facility** A constructed facility that allows for participation in a particular outdoor/nature-based recreation activity within a particular recreation setting.
- Recreation Opportunity Particular combinations of activities in particular settings.

 Each combination of activity and setting constitutes a different recreation opportunity
- **Recreation Setting** A recreation setting is defined through the particular biophysical, social, cultural and managerial attributes of a place in which recreation takes place.

1.8 Policy Author:

The Sport, Recreation and Natural Resources Manager will be responsible for the maintenance of the Ipswich Outdoor/Nature-Based Recreation Policy.

Date of Review: 26 July 2018

Date of Council Resolution: 28 June 2016

Committee Reference and Date: Policy and Administration Board No. 2016(02) of 7 June 2016 – City Management, Finance and Community Engagement Committee No. 2016(03)

of 21 June 2016
No. of Resolution: 1

Date to be Reviewed: 26 July 2020



SKATE AND BMX FACILITIES POLICY

Document No: A3755814

1.1 Purpose:

The purpose of the Skate and BMX Facilities Policy is to define Ipswich City Council's position in respect to skate and BMX facilities. The Skate and BMX Facilities Policy provides a strategic framework for the appropriate location, planning, development, management, maintenance and activation of skate and BMX facilities in Ipswich.

1.2 Regulatory Authority:

- Ipswich City Council Long Term Community Plan i2031
- Ipswich City Council Corporate Plan 2012 2017
- Ipswich City Council Sport, Recreation and Physical Activity Policy
- Ipswich City Council Parks and Reserves Site Planning Policy
- Ipswich City Council Youth Policy

1.3 Skate and BMX in Ipswich:

Ipswich City Council recognises that many of its residents and visitors skate, BMX, scooter or roller blade as part of a broad range of recreational activities. The provision of specific facilities where skaters, bladers, scooter and BMX riders can recreate and socialise allows for such activities to be carried out away from the danger of potential vehicle and pedestrian conflict.

1.4 Policy Objectives:

The following objectives underpin the Skate and BMX Facilities Policy:

- To recognise the need of skaters, bladers, BMX and scooter riders to recreate in a safe and suitable environment.
- To minimise impact to adjacent residents, commercial and/or industrial operators and/or tenants, and institutional facilities.
- To provide and increase opportunity for Ipswich residents to participate in a broad range of recreational opportunities.
- To assist in reducing the incidence of conflict between skaters, bladers, BMX and scooter riders and urban infrastructure.
- To ensure appropriate participation of the community and key stakeholders in the identification of suitable locations, planning, design, development, management, maintenance and activation of skate and BMX facilities.

1.5 Policy Statement:

Ipswich City Council is committed to providing a variety of high quality, well-located, designed, managed, maintained and utilised skate and BMX facilities and opportunities for the community. Where appropriate, Council will:

- Identify suitable land for the location and provision of skate and BMX facilities and associated supporting infrastructure to support a variety of skate, BMX, scooter and blade activities and users using the following location siting criteria:
 - Registered Demand
 - The site should be in an area known to be or become popular with the skating, blading, scooter and BMX community or is able via other attractions to draw a high proportion of young people.
 - The site should be in or near areas with a relatively high population of young people. Although this does not preclude other age groups that may participate in the sport of skating, blading, scooter and BMX riding.
 - Proximity to Other Facilities
 - The site should generally not be located within close proximity to other skate and BMX facilities so as an oversupply of facilities is experienced.
 - Consideration should be given to the site generally being located close to other youth facilities, attractors and compatible uses to provide:
 - A variety of recreation opportunities;
 - A focused area for youth;
 - Shared amenities such as local shops/retail outlets, schools, parks, sporting facilities and/or leisure centres; and
 - Supporting infrastructure such as parking, pathways, water, electricity, shade, seating, and toilets.

Accessibility

- If possible the site should generally be easily accessible by public transport. The
 presence of adjacent bikeways and footpaths is also preferred, for active
 transport modes (e.g. walking and cycling).
- As the facility will be a destination, it should be located to allow access from as many suburbs as possible.
- Site Suitability
 - The facility should be generally:
 - Have good passive surveillance and visibility to passing traffic and pedestrians to promote good security and safety;
 - Located in an area that allows for adequate parking, appropriate and additional facilities to be developed;
 - Located to take advantage of landscape features that will assist in protecting the amenity of the surrounding area and sensitive receptors (e.g. residential dwellings) through visual, heritage/character, social, safety, light and noise attenuation:
 - Located to be accessible to as many residents as possible;
 - Preferably located within a Level 2 Park, however Level 1 and Level 3 parks may also be considered dependent upon facility size, type and location;
 - Be readily accessible for regular maintenance, cleaning and repairs by maintenance teams.
 - o The facility should not be generally:
 - Located within or adjacent a Conservation area so as to cause an impact on

natural values;

- Located a suitable distance from residential dwellings;
- Located in a formal or memorial park used for passive purposes;
- Located adjoining residential zoned land on more than two boundaries.
- Provide forward planning and site based design (using Crime Prevention Through Environmental Design (CPTED) principals) for the development of new and existing skate and BMX facilities and associated supporting infrastructure to support a variety of skate, BMX, scooter and blade activities and users of all ability levels
- Develop skate and BMX facilities and associated supporting infrastructure that are safe, optimise community usage, and ensure residents of <u>all</u> abilities have opportunity for involvement and access to a variety of skate, BMX, scooter and blade activities
- Manage and maintain skate and BMX facilities and associated supporting infrastructure to an acceptable standard to support a variety of skate, BMX, scooter and blade activities and users
- Plan, develop and deliver programs to activate the use of skate and BMX facilities and associated supporting infrastructure for a variety of skate, BMX, scooter and blade activities and users
- Council will undertake suitable community and stakeholder consultation and engagement for the identification of suitable locations, planning, design, development, management, maintenance and activation of skate and BMX facilities and associated supporting infrastructure for a variety of skate, BMX, scooter and blade activities and users.

1.6 Scope:

The Skate and BMX Facilities Policy applies to all Ipswich City Council owned or controlled skate and BMX facilities and associated supporting infrastructure for a variety of skate, BMX, scooter and blade activities and users.

1.7 Roles and responsibilities:

The Skate and BMX Facilities Policy is to be:

- Implemented by all Council staff responsible for the planning, development, delivery, management, maintenance and activation of all skate and BMX facilities, activities, programs and services conducted by Ipswich City Council; and
- Implemented by all individuals and user groups that utilise Council owned or controlled skate and BMX facilities.

1.8 Policy Author:

The Infrastructure Planning and Partnerships Manager will be responsible for the maintenance of this policy.

Date of Council Resolution: 23 July 2013
Date of Review: 29 November 2016

Committee Reference and Date: Policy and Administration Board No. 2013(09) of 22 July

2013 - City Management and Finance Committee No. 2013(07) of 16 July 2013

No. of Resolution: 1

Date to be Reviewed: 29 November 2018



SPORT, RECREATION AND PHYSICAL ACTIVITY POLICY

DOCUMENT NO: A4996094

1.1 Objectives:

The Sport, Recreation and Physical Activity Policy provides a strategic framework for sport, recreation and physical activity undertakings conducted by Ipswich City Council. The purpose of this Policy is to define Council's position in respect to:

- Sport, recreation and physical activity development, partnerships, facilities, activities, programs and services;
- Supporting community groups that facilitate sport, recreation and physical activity participation by members of the community.

1.2 Regulatory Authority:

- Ipswich City Council Advance Ipswich Community Plan
- Ipswich City Council Corporate Plan 2017-2022
- Ipswich City Council Planning Scheme and Planning Scheme Policies
- Ipswich City Council Multi-Use Sport and Recreation Facilities Policy
- Ipswich City Council Sport and Recreation Land Use Management Policy
- Ipswich City Council Parks and Reserves Site Planning Policy
- Ipswich City Council Outdoor Nature Based Recreation Policy

1.3 Sport, Recreation and Physical Activity in Ipswich

Sport, recreation and physical activity is an integral part of life in Ipswich City. The City has a proud sporting heritage that has produced many sporting champions participating in a wide range of sports, recreation and physical activities. There are a range of contributors to the quality, access and range of sporting, recreational and physical activity opportunities. Sporting clubs, recreation clubs, associations, community organisations, local residents, the private sector and other levels of government all have a role to play. As such, much of this policy is about positioning Council within the context of a whole of community effort to building an environment that maximises opportunity for all people to participate in a wide range of sport, recreation and physical activity opportunities. Partnerships with a wide range of sporting clubs, recreation clubs, associations, groups and organisations are integral for higher participation in physical activity across the Ipswich region.

1.4 Underpinning Principles

The following principles underpin the objectives of the Sport, Recreation and Physical Activity Policy:

Equity of Access - All residents have access to quality sport, recreation and
physical activity opportunities regardless of their socio-economic status, ethnicity,
age, gender, ability or geographic location.

- **Diversity and Choice** Support a *variety of participation options* which enable individuals to make *choices based on their needs and interests*.
- **Enjoyment** provide *residents the opportunity to enjoy* participation, develop skills, interact socially, achieve goals and meet personal challenges.
- **Lifelong Involvement** Sport, recreation and physical activity *opportunities are* available to people across the lifespan from pregnancy and birth to seniors.
- **Quality** Support *continuous improvement* in the delivery of sport, recreation and physical activity participation opportunities.
- **Research and Planning** Support research and planning that *identifies current and* future sport, recreation and physical activity needs.
- **Safety** Support the development and maintenance of *safe sport, recreation and physical activity environments and activities*.
- **Sustainable** Support sustainable sport, recreation and physical activity facilities and activities that *minimize adverse individual and environmental impacts*.

1.5 Policy Statement:

Council is committed to the development of high quality planning, policy, programs, facilities, partnerships and services aimed at increasing sport, recreation and physical activity in Ipswich through the objectives of *Increased Participation; Better Places; and Stronger Partnerships*. Where appropriate, Council will:

Increased Participation

- Undertake research into community sport, recreation and physical activity profiles, participation rates, trends and issues.
- Formulate appropriate policy, guidelines and initiatives to ensure optimum community involvement in sport, recreation and physical activity.
- Provide forward planning for the development and delivery of programs aimed at increasing participation in sport, recreation and physical activity.
- Ensure residents of <u>all</u> abilities and ages have opportunity for involvement and access to sport, recreation and physical activity participation opportunities.
- Facilitate a program of sport, recreation and physical activity education and training workshops to build sustainability of local sport and recreation groups.
- Inform clubs of relevant sport, recreation and physical activity opportunities.

Better Places

- Identify and acquire suitable land for the provision of sport, recreation and physical activity facilities to support a variety of activities.
- Provide forward planning and site based design for the development of new and existing sport, recreation and physical activity facilities to support a variety of activities in Ipswich.
- Ensure <u>all</u> residents have access to sport, recreation and physical activity facilities.
- Allocate and manage the use of sport, recreation and physical activity facilities for to cater for multiple user groups.
- Provide sustainable sport, recreation and physical activity facilities that are safe, optimise community usage and contribute to increased participation in sport, recreation and physical activity.
- Undertake a maintenance program of sport, recreation and physical activity

facilities and associated assets to Council's desired standard of service.

Stronger Partnerships

- Actively seek, plan, establish, support and implement strong working partnerships
 with key organisations (internal and external to Council) aimed at ensuring the
 provision of quality sport, recreation and physical activity facilities, programs and
 services and improved community health and wellbeing for all lpswich residents.
- Support local groups to share information and increase ease of access to Federal,
 State and local funding, training and development opportunities.
- Support user groups that commit to enhancing their existing sport, recreation or physical activity by adopting financially sustainable plans and practices.
- Provide sporting bursaries to sports persons who excel by representing Queensland and Australia.
- Provide a variety of sponsorship and donations to a wide range of local sport, recreation and physical activity functions, activities and events.
- Encourage and attract major state and national sport and physical activity events to Ipswich.

1.6 Scope:

The Sport, Recreation and Physical Activity Policy applies to all sport, recreation and physical activity undertakings conducted by Ipswich City Council including the development of high quality planning, policy, programs, facilities, partnerships, activities and services aimed at increasing sport, recreation and physical activity in Ipswich.

1.7 Roles and Responsibilities:

This policy is to be:

- Implemented by all Council staff responsible for the planning, development, delivery, management and maintenance of all sport, recreation and physical activity partnerships, facilities, activities, programs and services conducted by Ipswich City Council; and
- Implemented by all partners involved in the delivery of sport, recreation and physical activity partnerships, facilities, activities, programs and services to the Ipswich community.

1.8 Policy Author:

The Principal Officer (Sport and Physical Activity) will be responsible for the maintenance of this policy.

Date of Review: 2 August 2018

Date of Council Resolution: 21 May 2013

Committee Reference and Date: Policy and Administration Board No. 2013(06) of 7 May

2013 - City Management and Finance Committee No. 2013(05) of 14 May 2013

No. of Resolution: 2

Date to be reviewed: 2 August 2020



MULTI-USE SPORT AND RECREATION FACILITIES POLICY

DOCUMENT NO: A3755781

1.1 Objectives:

The objective of this policy is to define Ipswich City Council's position in regard to multiuse sport and recreation facilities.

1.2 Regulatory Authority:

- Ipswich City Council Long Term Community Plan i2031
- Ipswich City Council Corporate Plan 2012 2017
- Ipswich City Council Parks and Reserves Site Planning Policy
- Ipswich City Council Planning Scheme and Planning Scheme Policies
- Ipswich City Council Sport, Recreation and Physical Activity Policy
- Ipswich City Council Sport and Recreation Land Use Management Policy
- Ipswich City Council Sport and Recreation Facility Use Management Policy

1.3 Policy Statement:

Ipswich City Council is committed to providing a variety of high quality, well-designed, managed, maintained and well-utilised sport and recreation facilities and opportunities for the community. Where appropriate, Council will:

- Identify suitable land for the provision of multi-purpose sport and recreation facilities and associated supporting infrastructure to support a variety of sport and recreation activities and multiple user groups
- Acquire suitable land for the provision of multi-purpose sport and recreation facilities and associated supporting infrastructure to support a variety of sport and recreation activities and multiple user groups
- Plan for the provision of multi-purpose sport and recreation facilities and associated supporting infrastructure to support a variety of sport and recreation activities and multiple user groups
- Develop multi-purpose sport and recreation facilities and associated supporting infrastructure to support a variety of sport and recreation activities and multiple user groups
- Allocate the use of multi-purpose sport and recreation facilities and associated supporting infrastructure for a variety of sport and recreation activities and multiple user groups
- Manage the use of multi-purpose sport and recreation facilities and associated supporting infrastructure by a variety of sport and recreation activities and

multiple user groups

 Maintain multi-purpose sport and recreation facilities and associated supporting infrastructure to an acceptable standard to support a variety of sport and recreation activities and multiple user groups.

Council will look to work with and encourage private and non-Council owned or controlled sport and recreation facility owners to permit use and development of their land for multi-purpose sport and recreation facilities and associated supporting infrastructure for a variety of sport and recreation activities and multiple user groups.

Where appropriate, Council will acquire, develop, allocate, manage and/or maintain a sport and recreation facility for a single purpose and/or sole user group where a need or demand arises.

1.4 Scope:

This policy applies to all Ipswich City Council owned or controlled and private and non-Council owned or controlled (where an agreement and/or partnership has been established) sport and recreation facilities (both indoor and outdoor) and associated supporting infrastructure and the sports and/or user groups that utilise them.

1.5 Roles and responsibilities:

This policy is to be:

- implemented by all Council staff responsible for the planning, development, allocation of and maintenance of all Council owned or controlled sport and recreation facilities
- All sport and recreation user groups that utilise Council owned or controlled sport and recreation facilities.
- This policy is to be applied in accordance with the relevant Regulatory Authorities as referred to in 1.2 above.

1.6 Policy Author:

The Principal Officer (Sport and Recreation Operations) will be responsible for the maintenance of this policy.

Date of Review: 19 January 2018

Date of Council Resolution: 23 April 2013

Committee Reference and Date: Policy and Administration Board No. 2014(04) of 9 April 2013 – City Management and Finance Committee No. 2013(04) of 16 April 2013

No. of Resolution: 1

Date to be reviewed: 19 January 2020



REQUESTS TO PURCHASE A CITY OF IPSWICH LOGO FLAG POLICY

DOCUMENT NO: A4690888

1.1 Objectives:

The objective of this Policy is to define a process by which the general public and Ipswich based clubs and organisations can purchase a City of Ipswich logo flag from Council.

1.2 Regulatory Authority:

- Local Government Act 2009
- Local Government Regulation 2012
- Ipswich City Council 2011-2031 Long Term Community Plan (i2031)
- Ipswich City Council Corporate Plan 2017-2022
- Floral Tributes Policy
- Gifts Policy
- Procedure CCS-07 Flags Flown by Ipswich City Council

Flags are flown in accordance with official flag protocol and the guidelines as laid down by the Australian Government, the Department of Prime Minister and Cabinet publication titled *Australian Flags*. A copy of the *Australian Flags* publication can be obtained free of charge via the Constituents' Request Program by contacting the Electorate Office of the relevant local senator or member of the House of Representatives.

In accordance with the 'Australian Flags' guidelines, the City of Ipswich Logo Flag is identified as a 'house flag' and must be flown or displayed accordingly.

1.3 Policy Statement:

Council will make City of Ipswich logo flags available for purchase, at the cost price, to interested members of the public and Ipswich based clubs and organisations on request.

1.4 Scope:

Any such request from the general public to purchase a City of Ipswich Logo flag or as otherwise approved by the relevant department head, is to be forwarded to Marketing Services Branch via the events requests e-mail system.

Clubs and organisations based in the City of Ipswich can apply via their relevant Divisional Councillor's Office for a City of Ipswich Logo flag for official club purposes once every three (3) years, unless otherwise approved by the relevant department head.

The option of providing a City of Ipswich Logo flag to such clubs or organisations is at the discretion of, and charged against, the respective Councillor's corporate gift allocation or other councillor allocations included in the annual Ipswich City Council budget. The Divisional Councillor's Office staff should purchase through Council stores.

1 of 2

1.5 Roles and Responsibilities:

The Marketing Services Branch will maintain records regarding the distribution of a City of Ipswich Logo flag for reference and auditing purposes.

1.6 Definitions:

- The City of Ipswich Logo refers to the official Logo approved and endorsed by Ipswich
 City Council for marketing purposes. Ipswich City Council retains copyright over the
 logo design at all times.
- The City of Ipswich Logo flag is different from the City of Ipswich 'Crest' flag which remains the property of the Ipswich City Council only and is not for sale.

1.7 Policy Author:

The Marketing Services Branch is responsible for reviewing this policy.

Date of review: 22 February 2018

Date of Council Resolution: 21 February 2012

Committee Reference and Date: Policy and Administration Board No. 2012(01) of

7 February 2012 - City Management and Finance Committee No. 2012(02) of 14 February

2012

No. of Resolution: 1

Date to be reviewed: 22 February 2020



SPONSORSHIP OF PROMOTIONAL STREET BANNERS POLICY

Document No: A3753606

1.1 Objectives:

The purpose of this policy is to provide clear direction for the management of Council sponsorship of promotional street banners.

1.2 Regulatory Authority:

Local Government Act 2009

Ipswich City Council 2011-2031 Long Term Community Plan

Ipswich City Council Corporate Plan 2007-2012

Sponsorship of Promotional Street Banners Procedure

1.3 Policy Statement:

Banners are an effective promotional tool. The objective of the Council's street banner sponsorship program is to promote events and activities occurring in the City.

Banners are not to be used for political statements.

1.4 Scope:

That Council policy in respect to servicing requests for sponsorship of promotional street banners be:

- That the sponsorship for promotional street banners be provided by Ipswich City Council for:
 - Non commercial applicants (including schools).
 - Organisations that provide a benefit to the Ipswich community.
 - Applications received in writing no less than 28 days prior to the proposed date of installation.
- 2. That all requests to Council to sponsor banner costs (including blank banners, signwriting and installation fees) be forwarded in writing to the Marketing Branch for processing.
- 3. That the Marketing Branch be responsible for all matters related to commercial and community promotional street banner bookings, installation, and storage.
- 4. That subject to budget allocations and Council policy, the Marketing Branch has authority to approve sponsorship for the cost of installation charges for promotional street banners.
- 5. That sponsorship for the purchase and/or signwriting of promotional banners be subject annual budget allocation, availability and the ability to service the request.
- 6. That sponsorship approval be subject to the level of reciprocal recognition offered to Council by the applicant.
- 7. That the sponsorship for promotional street banners be provided by Ipswich City

Council for a minimum one week display period.

- 8. That all commercial applications for promotional street banners be charged in accordance with the current Register of Fees and Charges for the installation and removal of promotional street banners.
- 9. Referral be made to the GST procedure for Grants, Bursaries and Appropriations to assess any GST implications.

1.5 Roles and responsibilities:

All marketing officers are responsible for ensuring they are familiar with the policy. The Marketing Manager is responsible for ensuring the policy is adhered to.

1.6 Policy Author:

The Marketing Manager is responsible for the maintenance of this policy.

Date of Council resolution: 10 December 1997

Date of Review: 8 November 2012

Committee Reference and date: Corporate Services Committee – 3 December 1997

No of resolution: 47.01

Date of Council resolution: 7 June 2000

Committee Reference and date: Economic Development Committee – 30 May 2000

No of resolution: 34.06

Date to be reviewed: 30 June 2014



INSTALLATION OF CLAUDE IDENTILITE SIGNAGE POLICY

Document No: A4545270

1.1 Objectives: The objective of this policy is to provide requirements for the installation of new and replacement Claude Identilite Signage.

1.2 Regulatory Authority:

Department of Transport and Main Roads Roadside Advertising Guide MUTCD – Part 5: Street Name and Community Facility Name Signs ASD-## Installation of New and Replacement Claude Identilite Signage

1.3 Policy Statement: Council will allow the installation of Illuminated Claude Identilite Signage provided the application meets the below standards. Approvals will be processed in accordance with Procedure ASD-## Installation of New and Replacement Claude Identilite Signage

1.4 Scope:

Claude Identilite signs will be submitted to the relevant Divisional Councillor for review and noting upon receipt of an application from Claude Outdoor. All applications are to comply with the following requirements in relation to the distance between signs at an intersection obtained from the Department of Transport and Main Roads Roadside Advertising Guide.

| Number of signs at | Minimum required distance | |
|--------------------|---------------------------|--|
| intersection | between signs | |
| Two | 20m | |
| Three | 40m | |
| Four | 50m | |

- **1.5 Roles and responsibilities**: This policy applies to the Arts, Social Development and Community Engagement Department
- **1.6 Policy Author:** Chief Operating Officer (Arts, Social Development and Community Engagement)

Date of Council Resolution: 14 November 2017

Committee Reference and Date: City Management, Finance and Community Engagement

Committee No. 2017(11) of 9 November 2017

No. of Resolution: 3

Date to be Reviewed: 14 November 2019



COMMUNITY DONATIONS POLICY

Document No: A5086352

Objectives:

The purpose of this policy is to provide a framework which guides the administration of Council's Community Donations Program in a manner consistent with council's Community Grants Policy and corporate priorities; and complies with the *Local Government Act 2009* and the Local Government Regulation 2012.

This policy is to be read in conjunction with the Community Donations Administrative Guidelines.

1.1 Regulatory Authority:

Local Government Act 2009
Local Government Regulation 2012
Citywide and Divisional Funds Allocations Policy
Corporate Plan 2017-2022
Advance Ipswich Community Plan

1.2 Outcomes

The outcomes of this policy include:

- an ability for community donations to be budgeted for community purposes and allocated by Council at its discretion, including community donations for capital works that are for a community purpose
- achieving the objectives of council's Corporate Plan, long-term asset management plan and annual budget;
- providing community organisations with financial support to meet identified community need and provide benefit to the broader Ipswich community; and
- distributing funds in an equitable, transparent and sustainable manner.

1.3 Scope:

This policy applies to the community donations made available from Council to community organisations.

This policy does not apply to Council's grants, sponsorships, scholarships or bursaries made by

Page 1

resolution of the Council or the allocation of under citywide or divisional works and normal operational programs.

This Policy takes effect from 29 January 2019

1.4 Policy Statement:

This funding program provides Council with an annual amount (subject to annual budget allocations) for the allocation of community donations to spend for community purposes to benefit Ipswich residents. With an emphasis on community development and social infrastructure this policy aims to build community capacity, encourage participation, and develop vibrant, engaged and more resilient local communities.

This policy ensures an equitable, open and transparent process which complies with relevant legislation for community organisations to seek financial assistance. The policy and associated Administrative Guidelines act as tools to ensure that decision-making around the provision of community donations is transparent, accountable and contributes to the Council's corporate objectives.

Council's funding for community donations cannot be:

- carried over for more than one financial year;
- · utilised for administration support service for Councillors;
- used for land acquisitions without a supporting council resolution;
- · used for any purposes contrary to the Corporate Plan, strategy, policy or adopted resolution; or
- used for purposes not consistent with the adopted eligibility criteria

1.5 Guiding Principles

The following principles provide a consistent approach to the administering of this policy and the delivery of Council's Community Donations Program:

- Community organisations are provided with funding support to provide community benefit to the Ipswich community, in line with council's corporate priorities.
- Funds may be provided in the form of monetary donations to support a community organisation's initiatives during the funding year or toward an approved capital project.
- Funds are distributed in an equitable and transparent manner that ensures good governance and adherence to the Local Government Act 2009 and the Local Government Regulation 2012.

1.6 Assessment Criteria:

This policy's guiding principles, in addition to the assessment process discussed within the Administrative Guidelines, inform decision-making around the allocation of Council's Community Donations Program.

1.7 Roles and responsibilities:

Assessment

The Council's Arts, Social Development and Community Engagement Department is the primary assessor of eligibility under Council's Community Donations Program, working in collaboration with various council departments to develop, promote, manage and regularly review the program. The department plays a lead role in the provision of support and advice to potential applicants, and, where applicable, participates in assessment panels to review applications and determine outcomes.

Financial Probity

Council's Community Engagement Branch is responsible for the administration of Council's Community Donation Program and for the recording and follow-up of acquittal of funds distributed under the Community Donations Program.

Council's Finance Branch is responsible for the payment of funds allocated under the Community Donations Program.

Executive Direction

The Office of the Chief Executive Officer provides direction and, where required, approval for community donation applications where a potential councillor conflict of interest exists to ensure organisational transparency.

1.8 Definitions:

Acquittal

The process by which a recipient demonstrates in writing to the funding body that it has expended the funds in accordance with the terms and conditions of the funding agreement on completion of the activity or project.

Business

A person, partnership or organisation which is not a community organisation, and is engaged in a profitseeking enterprise or activity.

Community Organisation

"An entity that carries on activities for a public purpose; or another entity whose primary object is not directed at making a profit", i.e. not-for-profit organisation. "Any profit made by the organisation goes back into the operation of the organisation to carry out its purposes and is not distributed to any of its members". A community organisation operates with a primary purpose of providing services to the community.

Community Purpose

A purpose that is in the public interest to residents of the City of Ipswich.

Page 3

Discretionary Funds

"Discretionary funds are funds in the local government's operating fund that are budgeted for use by a Councillor at the Councillor's discretion" for the benefit of the community, in accordance with Section 202 of the Local Government Regulation.

Community Donation

A Community Donation is the gifting of funds to an eligible organisation to be spent for a community purpose. A Community Donation is provided to an eligible organisation without expectation of reciprocated benefits.

Individual

A person which is not a community organisation.

In-Kind Support

In-kind support includes paid and volunteer labour, administrative support, rent-free accommodation or donations of materials, equipment or services.

1.9 Policy Author:

The Chief Executive Officer is responsible for maintaining the policy.

Policy Amended

Date of Council Resolution: 29 January 2019

Committee Reference and Date: Communities Committee No. 2019(01) of 22 January 2019

No. of Resolution: 03

Date to be Reviewed: 29 January 2021

Date of Council Resolution: 18 September 2018

Committee Reference and Date: City Management, Finance and Community Engagement Committee

No. 2018(10) of 11 September 2018

No. of Resolution: 12

Date to be Reviewed: 18 September 2020



IPSWICH CITY COUNCIL

Community Donations Policy

| Version Control and Objective ID | Version No: | Objective ID: |
|----------------------------------|-------------|---------------|
| Approved by Council on | | |
| Date of Review | | |

1. Statement

This funding program provides council with an annual amount (subject to annual budget allocations) for the allocation of community donations to spend for community purposes to benefit Ipswich residents. With an emphasis on community development and social infrastructure this policy aims to build community capacity, encourage participation, and develop vibrant, engaged and more resilient local communities.

This policy ensures an equitable, open and transparent process which complies with relevant legislation for community organisations to seek financial assistance. The policy and associated Administrative Guidelines act as tools to ensure that decision-making around the provision of community donations is transparent, accountable and contributes to the council's corporate objectives.

Council's funding for community donations cannot be:

- · carried over for more than one financial year;
- used for land acquisitions without a supporting council resolution;
- used for any purposes contrary to the Corporate Plan, strategy, policy or adopted resolution; or
- used for purposes not consistent with the adopted eligibility criteria.

2. Purpose and Principles

The purpose of this policy is to provide a framework which guides the administration of council's Community Donations Program in a manner consistent with council's Community Grants Policy and corporate priorities; and complies with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

This policy is to be read in conjunction with the Community Donations Administrative Guidelines.

The outcomes of this policy include:

- an ability for community donations to be budgeted for community purposes and allocated by council at its discretion, including community donations for capital works that are for a community purpose
- achieving the objectives of council's Corporate Plan, long-term asset management plan and annual budget;
- providing community organisations with financial support to meet identified community need and provide benefit to the broader Ipswich community; and

IPSWICH CITY COUNCIL | Community Donations Policy

distributing funds in an equitable, transparent and sustainable manner.

The following principles provide a consistent approach to the administering of this policy and the delivery of council's Community Donations Program:

- Community organisations are provided with funding support to provide community benefit to the Ipswich community, in line with council's corporate priorities.
- Funds may be provided in the form of monetary donations to support a community organisation's initiatives during the funding year or toward an approved capital project.
- Funds are distributed in an equitable and transparent manner that ensures good governance and adherence to the *Local Government Act 2009* and the *Local Government Regulation 2012*.

3. Strategic Plan Links

This policy relates to:

· Caring for the Community

4. Regulatory Authority

- Local Government Act 2009
- Corporate Plan 2017-2022
- Advance Ipswich Community Plan

Scope

This policy applies to the community donations made available from council to community organisations.

This policy does not apply to council's grants, sponsorships, scholarships or bursaries made by resolution of the council or the allocation of under citywide or divisional works and normal operational programs.

Assessment Criteria

This policy's guiding principles, in addition to the assessment process discussed within the Administrative Guidelines, inform decision-making around the allocation of council's Community Donations Program.

This Policy takes effect from 29 January 2019.

6. Roles and Responsibilities

Assessment

The Community, Cultural and Economic Development Department is the primary assessor of eligibility under council's Community Donations Program, working in collaboration with various council departments to develop, promote, manage and regularly review the program. The department plays a lead role in the provision of support and advice to potential applicants, and, where applicable, participates in assessment panels to review applications and determine outcomes.

IPSWICH CITY COUNCIL | Community Donations Policy

Financial Probity

Council's Community Development Branch is responsible for the administration of council's Community Donation Program and for the recording and follow-up of acquittal of funds distributed under the Community Donations Program.

Council's Finance Branch is responsible for the payment of funds allocated under the Community Donations Program.

Executive Direction

The Office of the Chief Executive Officer provides direction and, where required, approval for community donation applications.

7. Key Stakeholders

- Community Development Branch Community, Cultural and Economic Development
- · Finance, Corporate Services Department
- Chief Executive Officer
- General Managers

8. Monitoring and Evaluation

The effectiveness of this policy will be measured by:

- Staff training to ensure understanding of the policy.
- · Audit undertaken by Internal Audit.

9. Definitions

| Acquittal | The process by which a recipient demonstrates in writing to the funding body that it has expended the funds in accordance with the terms and conditions of the funding agreement on completion of the activity or project. |
|------------------------|---|
| Business | A person, partnership or organisation which is not a community organisation, and is engaged in a profit-seeking enterprise or activity. |
| Community Organisation | "An entity that carries on activities for a public purpose; or another entity whose primary object is not directed at making a profit", i.e. not-for-profit organisation. "Any profit made by the organisation goes back into the operation of the organisation to carry out its purposes and is not distributed to any of its members". A community organisation operates with a primary purpose of providing services to the community. |
| Community Purpose | A purpose that is in the public interest to residents of the City of Ipswich. |
| Community Donations | A Community Donation is the gifting of funds to an eligible organisation to be spent for a community purpose. A Community Donation is provided to an eligible organisation without |

IPSWICH CITY COUNCIL | Community Donations Policy

| | expectation of reciprocated benefits. |
|-----------------|---|
| Individual | A person which is not a community organisation. |
| In-Kind Support | In-kind support includes paid and volunteer labour, administrative support, rent-free accommodation or donations of materials, equipment or services. |

10. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner and the Manager (Community Development) is responsible for authoring and reviewing this policy.



BURSARIES, SCHOLARSHIPS AND OTHER FUNDING FOR COMMUNITY PURPOSES POLICY

DOCUMENT NO: A4934457

1.1 Objectives:

The purpose of this policy is to establish a governing framework and consistent management of the various Ipswich City Council Bursaries and Scholarship Programs and other funding for community purposes, to ensure that Council is able to report in accordance with its legislative requirements under the *Local Government Regulation* 2012.

1.2 Regulatory Authorities:

Local Government Act 2009
Local Government Regulation 2012
Ipswich City Council - Advance Ipswich
Ipswich City Council - Corporate Plan 2017-2022

1.3 Policy Statement:

Ipswich is experiencing unprecedented growth and by 2030, the population is expected to reach approximately 435,000. The challenge for Council is to manage this growth and deliver positive and sustainable outcomes for the Ipswich community.

Through provision of the various Bursaries and Scholarship Programs, and through other funding for community purposes, Council seeks to support the role of community and other organisations and their delivery of community programs, services and initiatives.

This Policy takes effect from 1 July 2018.

1.4 Scope:

- In adopting the annual budget, Council may approve an allocation of funds to support
 a range of Bursaries and Scholarship programs for eligible community organisations
 and individuals.
- Bursaries and scholarships provided by Council will contribute to Council's Corporate Plan and Advance Ipswich strategies and will assist Council in achieving its corporate goals.
- Availability of bursaries and scholarship programs provided by Council will be promoted through a range of Council media including Mayoral and Electorate Offices.

- Relevant Procedures and/or Policies will be established for each bursary and scholarship defining eligibility, assessment and acquittal criteria under which Council funding or assistance will be provided.
- For the purpose of reporting in accordance with the Local Government Regulation 2012 (the Regulation), community organisations will be defined as per Schedule 8 of the Regulation as follows:
 - an entity that carries on activities for a public purpose; or
 - · an entity whose primary objective is not directed at making a profit.
- Council may resolve to make a financial contribution to businesses or other
 partnerships where there is no financial gain to the business and where projects,
 events or activities will contribute significantly to community, cultural, social,
 recreational and environmental enhancement and re-vitalization of the Ipswich
 community.
- Organisations and individuals are expected to apply responsible management of any bursaries, scholarships or other funding received from Council.
- Where funding is provided to an individual, the recipient should reside permanently
 within the boundaries of the City of Ipswich, and will demonstrate exceptional ability
 and potential and be willing to contribute this skill within the Ipswich community.
- Council may consider applications from organisations or individuals outside the City of Ipswich boundary where it is considered that the project, activity or initiative will benefit the City of Ipswich.

1.5 Roles and Responsibilities:

This Policy, and supporting Procedures and practices, apply to all Departments and Branches in which bursaries and scholarships are provided.

The Community Engagement Branch within Ipswich City Council will provide a support role across all Council bursaries and scholarship programs to ensure adoption of a consistent management approach.

1.6 Definitions:

Bursary

A non-repayable monetary award based on specific eligibility criteria and financial need.

Scholarship

Financial aid based on academic merit and/or scholarly knowledge

1.7 Policy Author:

The Community Engagement Manager is responsible for reviewing this policy.

Date of Council Resolution: 26 June 2018

Committee Reference and Date: City Management, Finance and Community Engagement

Committee No. 2018(06) of 19 June 2018

No. of Resolution: 12

Date to be Reviewed: 26 June 2020



| Version Control and Objective ID | Version No: | Objective ID: |
|----------------------------------|-------------|---------------|
| Approved by Council on | | |
| Date of Review | | |

1. Statement

Ipswich is experiencing unprecedented growth and by 2030, the population is expected to reach approximately 435,000. The challenge for council is to manage this growth and deliver positive and sustainable outcomes for the Ipswich community.

Through provision of the various Bursaries and Scholarship Programs, and through other funding for community purposes, council seeks to support the role of community and other organisations and their delivery of community programs, services and initiatives.

This Policy takes effect from 1 July 2018.

2. Purpose and Principles

The purpose of this policy is to establish a governing framework and consistent management of the various Ipswich City Council Bursaries and Scholarship Programs and other funding for community purposes, to ensure that council is able to report in accordance with its legislative requirements under the *Local Government Regulation 2012*.

3. Strategic Plan Links

This policy relates to:

Caring for the Community

4. Regulatory Authority

- Local Government Act 2009
- Local Government Regulation 2012
- Ipswich City Council Advance Ipswich
- Ipswich City Council Corporate Plan 2017-2022

5. Scope

In adopting the annual budget, council may approve an allocation of funds to support a range of Bursaries and Scholarship programs for eligible community organisations and individuals.

- Bursaries and scholarships provided by council will contribute to council's Corporate Plan and Advance Ipswich strategies and will assist council in achieving its corporate goals.
- Availability of bursaries and scholarship programs provided by council will be promoted through a range of council media.

IPSWICH CITY COUNCIL | Bursaries, Scholarships and Other Funding For Community Purposes Policy

- Relevant Procedures and/or Policies will be established for each bursary and scholarship defining eligibility, assessment and acquittal criteria under which council funding or assistance will be provided.
- For the purpose of reporting in accordance with the Local Government Regulation 2012 (the Regulation), community organisations will be defined as per Schedule 8 of the Regulation as follows:
 - o an entity that carries on activities for a public purpose; or
 - o an entity whose primary objective is not directed at making a profit.
- Council may resolve to make a financial contribution to businesses or other partnerships
 where there is no financial gain to the business and where projects, events or activities
 will contribute significantly to community, cultural, social, recreational and environmental
 enhancement and re-vitalization of the Ipswich community.
- Organisations and individuals are expected to apply responsible management of any bursaries, scholarships or other funding received from council.
- Where funding is provided to an individual, the recipient should reside permanently within the boundaries of the City of Ipswich, and will demonstrate exceptional ability and potential and be willing to contribute this skill within the Ipswich community.
- Council may consider applications from organisations or individuals outside the City of
 Ipswich boundary where it is considered that the project, activity or initiative will benefit
 the City of Ipswich.

6. Roles and Responsibilities

This Policy, and supporting Procedures and practices, apply to all Departments and Branches in which bursaries and scholarships are provided.

The Community Development Branch within Ipswich City Council will provide a support role across all council bursaries and scholarship programs to ensure adoption of a consistent management approach.

7. Key Stakeholders

- Community, Cultural and Economic Development
 - o Economic and Community Development
 - Library and Customer Services
 - Community and Cultural Services
- Finance Corporate Services Department
- Chief Executive Officer
- General Managers

8. Monitoring and Evaluation

The effectiveness of this policy will be measured by:

- Staff training to ensure understanding of the policy
- · Audit undertaken by Internal Audit

IPSWICH CITY COUNCIL | Bursaries, Scholarships and Other Funding For Community Purposes Policy

9. Definitions

| Bursary | A non-repayable monetary award based on specific eligibility criteria and financial need. |
|-------------|---|
| Scholarship | Financial aid based on academic merit and/or scholarly knowledge. |

10. Policy Owner

The General Manager (Community, Cultural and Economic Development Department) is the policy owner and the Manager (Community Development) is responsible for authoring and reviewing this policy.



Community Engagement Policy

Document Number: A3762616

1.1 Objectives:

The object of this policy is to provide direction for Ipswich City Council's community engagement processes and activities.

1.2 Regulatory Authorities:

Local Government Act 2009
Local Government Regulation 2012
Advance Ipswich 2015
Ipswich City Council Corporate Plan 2012-2017

1.3 Policy Statement:

Through provision of the Community Engagement Policy, Council aims for effective and consistent community engagement that contributes to quality Council decision making within the Ipswich local government area.

1.4 Scope:

This policy provides Council with a framework to guide the appropriate engagement of the community in relation to Council policy, program and service issues. It applies to all facets of Council operations including financial, asset management, environmental, urban and social strategic planning as well as day-to-day business activities.

Further, it defines the principles underpinning Council's engagement activities, the role of Council Officers in engaging with the community and the mechanisms which Council will use to engage the community.

This policy is under-pinned by Section 4, Point 2(c) of the Local Government Act 2009, Queensland, which requires Council's to adhere to the local government principles of "democratic representation, social inclusion and meaningful community engagement".

In respect to this policy Council will:

- Undertake appropriate and purposeful engagement with the community
- Ensure engagement information and communication is timely and accurate

1 of 2

- Adopt a consistent and transparent approach to the conduct of Council community engagement
- Consider the different communication and physical needs of the diverse communities in the Ipswich region when undertaking engagement
- Build skills and knowledge across Council in the delivery of community engagement activities and processes
- Measure the effectiveness of Council's engagement activities and processes
- Maintain a record of Council's community engagement
- Communicate Council community engagement findings, achievements and learnings to all relevant internal and external stakeholders

Council recognises that there is a diverse range of engagement methodologies, and will seek to engage the community depending on the outcomes sought for specific issues or projects.

1.5 Roles and responsibilities:

This Policy is to be implemented by all Council Officers.

1.6 Definitions:

Community

Refers to a group of any size whose members reside in the same locality, share common characteristics (e.g. age, sex, ethnic origin, faith), interest and or cause. People can belong to several different communities at any one time.

Engagement

Relates to interactions between governments, citizens and communities on a wide range of policy, program and service issues to inform decision making and develop partnerships. Engagement can be formal or informal, direct or indirect (LGAQ 2010).

1.7 Policy Author:

The Community Development Manager is responsible for reviewing this policy.

Date of Council Resolution: 9 November 2010

Date of Review: 1 December 2015

Committee Reference and Date: Policy and Administration Board no. 2010(08) of 26 October 2010 – City Management and Finance Committee No. 2010(11) of

2 November 2010 No. of Resolution: 2

Date to be Reviewed: 1 December 2017



IPSWICH CITY COUNCIL

Community Engagement Policy

| Version Control and Objective ID | Version No: | Objective ID: |
|----------------------------------|-------------|---------------|
| Approved by Council on | | |
| Date of Review | | |

1. Statement

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

This policy confirms council's commitment to section 4(2)(c) of the *Local Government Act* 2009 (the Act) which prescribes community engagement as a legislative requirement to ensure democratic representation, social inclusion and meaningful community engagement in government decision making.

2. Purpose and Principles

The purpose of this policy is to provide council with a framework to guide a consistent, transparent and effective approach to community engagement.

The following principles guide council's approach to community engagement:

- We know why we are engaging and we communicate this clearly
- We deliberately include as many people as we can
- We aim to be inclusive and connect with those hardest to reach
- We are sensitive to history and know the context
- Whenever possible we engage early on challenges and not just solutions
- We genuinely listen at every stage and we keep coming back
- · We are relevant and purposeful.

3. Strategic Plan Links

This policy relates to Ipswich City Council's strategic plan, Advance Ipswich 2015, specifically the following themes:

- Caring for the Community
- Listening, Leading and Financial Management

4. Regulatory Authority

Local Government Act 2009 (Qld).

5. Scope

This policy applies to all Councillors, council staff (full-time, part-time, temporary and casual), and consultants and contractors engaged by, or acting on behalf of, council.

IPSWICH CITY COUNCIL | Community Engagement Policy

This policy does not apply to the responsibilities, commitments or actions of other levels of government.

6. Roles and Responsibilities

Implementation of this policy is a whole-of-council responsibility. Specifically, the following roles include the responsibilities listed below.

Councillors

Councillors are responsible for advocating for quality community engagement activities and considering community feedback when making decisions. Councillors will be regularly briefed on current and upcoming community engagement activities and will be invited to community engagement events and activities to observe and listen to community feedback.

Community members can contact Councillors directly and their contact details are available on council's website. Councillors can help constituents who raise questions or concerns about community engagement activities by referring them to the appropriate community engagement channels relevant to particular projects.

Councillors may also seek input from their constituents through engagement practices of their own volition however this cannot parallel or seek to affiliate with council projects and community engagement activities.

Chief Executive Officer (CEO)

The CEO is responsible for advocating for quality community engagement activities and understanding the different roles and responsibilities outlined in this policy. The CEO should be aware of current and upcoming community engagement activities and consider community engagement feedback when making decisions.

General Managers

General Managers are responsible for having a robust understanding of council's Community Engagement Framework, identifying strategic community engagement opportunities, resourcing departmental community engagement activities by allocating staff time and budgets and considering community engagement feedback when making decisions.

Branch and Section Managers

Branch and Section Managers are responsible for having a good level of understanding of council's Community Engagement Framework, advocating for quality community engagement activities, supporting staff involvement in community engagement processes, approving community engagement plans and budgets and reporting project-based community engagement findings to the Executive Leadership Team and Councillors.

Council officers who undertake or are involved with community engagement activities

Council officers who undertake or are involved with community engagement activities are responsible for having a good level of understanding of council's Community Engagement Framework and adhere to community engagement principles and processes.

IPSWICH CITY COUNCIL | Community Engagement Policy

Community Engagement Team

Council's Community Engagement Team is responsible for having a robust understanding of, and implementing, maintaining and continuously improving, council's Community Engagement Framework. The Community Engagement Team is responsible for providing guidance to council officers about community engagement principles, processes, resources and reporting. The Community Engagement Team is also responsible for monitoring community engagement processes across council, providing updates to the Executive Leadership Team and Councillors and building community engagement skills and capabilities across the organisation.

7. Our Community Engagement Process

Community engagement is a two-way process which ranges from sharing and consulting, to deliberating and collaborating with the community.

Council has a clear process for designing and delivering community engagement. This process has five key stages: Understand, Plan, Deliver, Report and Evaluate as shown in the below figure.

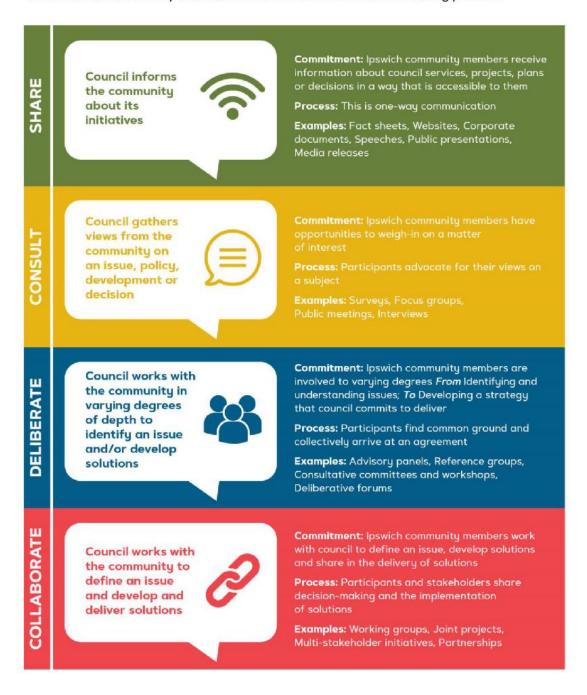


Page 3 of 5

IPSWICH CITY COUNCIL | Community Engagement Policy

8. Forms of Engagement

Recognising that no two issues are the same and that different issues will seek the input of community and stakeholders to varying degrees, council applies the Ontario Public Engagement Framework. The Ontario Public Engagement Framework guides the level of influence that community and stakeholders will have in a decision making process.



Page 4 of 5

IPSWICH CITY COUNCIL | Community Engagement Policy

In addition to the example forms of engagement outlined in the above table, council will use its online community engagement website *Shape Your Ipswich* and other relevant and appropriate digital solutions to engage with the community.

9. Key Stakeholders

The following will be consulted during the review process for this policy:

• The CEO and General Managers.

10. Monitoring and Evaluation

The effectiveness of this policy can be measured by:

- Demographically broad and diverse community participation in community engagement activities
- Annual growth in the number of council community engagement activities
- · Annual number of council decisions informed by community input
- Analytics regarding community support and satisfaction with community engagement processes and activities

11. Definitions

| Community | A group of any size whose members reside in the same locality, share common characteristics (e.g. age, sex, ethnic origin, faith), interest and/or cause. People can belong to several difference communities at any one time. |
|--|---|
| Community Engagement | A process by which community and council work together to facilitate community input into council decision-making. |
| Community Engagement Framework | The suite of council documents which outline council's vision and commitment to engaging with the community, detail the community engagement roles and responsibilities across Council and the various community engagement processes, tools and resources. |
| Councillors | All elected representatives including the Mayor. |
| Ontario Public Engagement Framework | The public engagement approach utilised by the Government of Ontario, Canada. The Ontario Public Engagement Framework is similar to the IAP2 Public Participation Spectrum, developed by the International Association of Public Participation (IAP2). |

12. Policy Owner

The General Manager (Community, Cultural and Economic Development Department) is the policy owner and the Manager (Community Development) is responsible for authoring and reviewing this policy.



| Version Control and Objective ID | Version No: | Objective ID: |
|----------------------------------|-------------|---------------|
| Approved by Council on | | |
| Date of Review | | |

1. Statement

Council is committed to creating an Active City through the provision of sport, recreation, physical activity, active travel and outdoor/nature-based recreation opportunities to the Ipswich community through the goals of *Increased Participation; Better Places; and Stronger Partnerships*.

2. Purpose and Principles

The Active City Policy provides a strategic framework for all sport, recreation, physical activity, active travel and outdoor/nature-based recreation undertakings conducted by Ipswich City Council. Council will deliver upon the Active Cities Policy through:

- · Rigorous strategic planning and policy;
- Provision of programs for increased participation opportunities;
- Development, management and activation of fit-for-purpose facilities and settings;
- Strong community partnerships;
- Provision of a high quality service to deliver sport, recreation, physical activity, active travel and outdoor/nature-based recreation to the City;
- Supporting community groups that facilitate community participation opportunities.

The following principles underpin the objectives of the Active City Policy:

- **Community engagement** Ensure appropriate stakeholder input in the planning, development, management and activation of facilities, programs and services.
- **Diversity, Choice and Opportunities** Provide diverse facilities and programs for participation in sport, recreation, physical activity, active travel and outdoor/nature-based recreation.
- **Enjoyment** Provide residents and visitors the opportunity to enjoy participation, develop skills, interact socially, achieve goals and meet personal challenges.
- **Inclusivity** provide residents fair access to facilities, programs and services regardless of socio-economic status, ethnicity, age, gender, ability or geographic location.
- Quality deliver quality participation opportunities, facilities, programs and services.
- **Research and Plan** Support research and planning that identifies current and future trends, needs and industry best practice.
- Safety Support the development and maintenance of safe fit-for-purpose facilities and settings, activities and programs.

IPSWICH CITY COUNCIL | Active City Policy

 Sustainability - Provide opportunities that are environmentally, culturally and socially responsible and sustainable.

3. Strategic Plan Links

This policy relates to the following Advance Ipswich Themes:

- Strengthening our local economy and building prosperity
- Managing growth and delivering key infrastructure
- · Caring for the Community
- Caring for the Environment

4. Regulatory Authority

- Local Government Act 2009
- Local Government Regulation 2012
- Cultural Heritage Act 2003
- Nature Conservation Act 1992

5. Scope

The Active City Policy applies to all undertakings conducted by Ipswich City Council, including high quality planning, policy, programs, facilities, partnerships, activities and services aimed at increasing sport, recreation, physical activity, active travel and outdoor/nature-based recreation participation opportunities for residents and visitors in Ipswich. Where appropriate, Council will:

Increased Participation

- Undertake research and monitor demand in active community participation trends, profiles, rates and issues.
- Develop appropriate policy, guidelines and initiatives to ensure optimum community involvement and participation levels.
- Undertake the planning, development and delivery of programs aimed at increasing community activity participation and physical activity levels.
- Ensure residents and visitors of all abilities and ages have the opportunity for involvement and access to participation opportunities.
- Facilitate a program of education and training workshops to build the sustainability of local sport, recreation, physical activity and outdoor/nature-based recreation groups.
- Encourage sport and outdoor/nature-based recreation clubs and organisations to assist in the development, management and maintenance of activities, programs and services.

Better Places

- Assess the need and demand for the provision of activities, facilities and settings.
- Identify suitable locations for the provision of facilities and settings to support a variety of
 activities and user groups based on demand, population catchment, site suitability,
 proximity to other facilities, land use designation, accessibility and capacity.

IPSWICH CITY COUNCIL | Active City Policy

- Provide forward planning and site based design for the development of new and existing facilities and settings that meet specific activity standards and community expectations.
- Develop facilities that are safe, optimise community usage, and ensure residents of all abilities have opportunity for access to a variety of activities.
- Allocate and manage the use of facilities to cater for a variety of activities and users.
- Plan, develop and deliver programs to activate the use of facilities and settings.
- Manage and maintain facilities and settings to Council's desired standard of service and accepted activity standards.

Stronger Partnerships

- Seek, plan, establish, support and implement strong working partnerships with key internal stakeholders and external organisations aimed at ensuring the provision of quality facilities, programs and services for all Ipswich residents.
- Support local groups to share information and increase ease of access to Federal, State and local funding, training and development opportunities.
- Support user groups that commit to enhancing their existing activities and operations by adopting financially sustainable plans and practices.
- Provide support to sports persons who excel by representing Queensland and Australia.
- Provide a variety of support to a wide range of local sport, recreation, physical activity and outdoor/nature-based recreation functions, activities and events.
- Encourage and attract major state and national sport and outdoor/nature-based recreation events to Ipswich.

6. Roles and Responsibilities

| DEPARTMENT | RESPONSIBILITIES |
|---|--|
| Community, Cultural and Economic Development | Activate community through sport, recreation, physical activity, active travel and outdoor/nature-based recreation programs and services Activation and management of sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings |
| Infrastructure and Environment | Planning, design, development and maintenance of sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings |
| Planning and Regulatory Services | Strategic land use planning for provision of sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings in accordance with Planning Scheme land use designations and development requirements |

7. Key Stakeholders

- Community, Cultural and Economic Development Department
 - o Community and Cultural Services Branch
 - o Marketing and Promotions Branch

IPSWICH CITY COUNCIL | Active City Policy

- Infrastructure and Environment Department
 - o Infrastructure Strategy Branch
 - o Environment and Sustainability Branch
 - o Works and Field Services Branch
- Planning and Regulatory Services Department
 - o City Design Branch

8. Monitoring and Evaluation

The effectiveness of this policy will be measured by the following:

- Increased Participation participation in sport, recreation, physical activity, active travel and outdoor/nature-based recreation programs, activities and events has increased;
- Better Places sport, recreation, physical activity, active travel and outdoor/nature-based recreation facilities and settings meet the community's needs and expectations;
- **Stronger Partnerships** effective partnerships with community groups and organisations that facilitate community and visitor tourism and participation opportunities.

9. Definitions

| Active Travel | An efficient, cost effective, healthy, sustainable and accessible form of transport which has many benefits for the individual and the community. E.g. walking and cycling. |
|----------------------------|--|
| Facility | Constructed and/or maintained sport, recreation, physical activity, active travel and outdoor/nature-based recreation settings, grounds, fields, ovals, courts, clubhouses, change rooms and supporting infrastructure that allows people to participate in sport, recreation, physical activity, active travel and outdoor/nature-based recreation. |
| Nature-based Recreation | Activities dependent on the natural environment; have an appreciation of nature as a motivational factor; do not require substantial modification to the natural environment; and are environmentally sustainable. |
| Opportunity | Particular combinations of activities in particular settings. Each combination of activity and setting constitutes a different recreation opportunity. |
| Outdoor Recreation | Recreation or sport activities undertaken in natural, rural and urban open space without significantly changing those places. |
| Physical Activity | All forms of bodily movement which, if pursued for sufficient duration, is capable of deriving a health benefit. |
| Setting | A recreation setting is defined through the particular biophysical, social, cultural and managerial attributes of a place in which recreation takes place. |
| Sport | All forms of active sport both organised and informal. |
| Sustainable | Something that can be continued or a practice able to be maintained at a certain rate or level, without compromising or harming the future needs |

IPSWICH CITY COUNCIL | Active City Policy

10. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner and the Manager (Community and Cultural Services) is responsible for authoring and reviewing this policy.

Doc ID No: A5894608

ITEM: 5

SUBJECT: REVIEW OF POLICIES - LEGAL AND GOVERNANCE BRANCH, CORPORATE

SERVICES

AUTHOR: BUSINESS IMPROVEMENT ADVISOR (POLICY)

DATE: 11 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning the review of policies relating to the functions of the Legal and Governance Branch, Corporate Services, undertaken in accordance with Council's Policy and Procedure Management Framework adopted by Council on 16 July 2019.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

A. That the policies detailed in Table 1, be repealed.

TABLE 1

| Policy | Rationale for Decision | Attachment |
|---|--|------------|
| General Donations to the Ipswich City Council Staff Social Club | This policy was initially adopted in 2004 to provide support to the workforce to foster strong working relationships through opportunities for social interaction. Over the years Council has taken a broader approach to employee well-being and has put in place programs that provide greater health and networking opportunities. Therefore, it is considered that this policy can now be repealed as it no longer relevant. | 1 |
| Key to the City Policy | These policies have been merged into a new policy entitled Keys to the City and Freedom of | 2 |
| Freedom of Entry Policy | Entry Policy. These honours are both symbolic in nature and can be dealt with under the same policy. | 3 |
| Hardship Property Acquisition Policy | This policy has been replaced by the Early Property Acquisition Policy which was adopted by Council on 29 October 2019. | 4 |

B. That the policy detailed in Table 2, be adopted.

TABLE 2

| Policy | Rationale | Attachment |
|-------------------------|--|------------|
| Keys to the City and | This policy details Council's commitment to | 5 |
| Freedom of Entry Policy | conferring appropriate honours to individuals | |
| | who meet the policy criteria as well as a | |
| | symbolic honour for a military unit. This policy | |
| | will replace the two (2) separate policies as | |
| | detailed in table 1. | |

RELATED PARTIES

There are no related parties associated with this report.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

The Legal and Governance Branch, Corporate Services Department, has recently undertaken a review of policies that fall within its functional responsibility.

The following policies have been identified for repeal:

TABLE 1

| Policy | Rationale for Decision | Attachment |
|----------------------------|---|------------|
| General Donations to the | This policy was initially adopted in 2004 to | 1 |
| Ipswich City Council Staff | provide support to the workforce to foster | |
| Social Club | strong working relationships through | |
| | opportunities for social interaction. Over the | |
| | years Council has taken a broader approach to | |
| | employee well-being and has put in place | |
| | programs that provide greater health and | |
| | networking opportunities. Therefore, it is | |
| | considered that this policy can now be | |
| | repealed as it no longer relevant. | |
| Keys to the City Policy | These policies have been merged into a new | 2 |
| | policy entitled Keys to the City and Freedom of | |
| Freedom of Entry Policy | Entry Policy. These honours are both symbolic | 3 |
| | in nature and can be dealt with under the | |
| | same policy. | |
| Hardship Property | This policy has been replaced by the Early | 4 |
| Acquisition Policy | Property Acquisition Policy which was adopted | |
| | by Council on 29 October 2019. | |

The following policy is submitted for adoption:

TABLE 2

| Policy | Rationale | Attachment |
|------------------------------|----------------------------------|------------|
| Keys to the City and Freedom | This policy details Council's | 5 |
| of Entry Policy | commitment to conferring | |
| | appropriate honours to | |
| | individuals who meet the | |
| | policy criteria as well as a | |
| | symbolic honour for a | |
| | military unit. This policy will | |
| | replace the two (2) separate | |
| | policies as detailed in table 1. | |

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Act 2009

RISK MANAGEMENT IMPLICATIONS

The review of these policies has been undertaken in accordance with Council's adopted Policy and Procedure Management Framework. Any delay in approving the recommendations of this report will potentially have adopted Policies inconsistent with Council Framework.

FINANCIAL/RESOURCE IMPLICATIONS

The review of all policies associated with the functions of the Corporate Services Department are being managed as part of the department's operational budget for 2019-2020.

COMMUNITY AND OTHER CONSULTATION

Consultation has been undertaken with relevant internal stakeholders in relation to the policies presented for repeal and/or adoption.

As the intent of those policies being presented for adoption to meet the requirements of the Policy and Procedure Management Framework has not changed, rather the change is administrative (template), external stakeholder consultation was not undertaken. However these policies will be reviewed within the next term of elected members and relevant external stakeholder consultation will occur at this time.

CONCLUSION

In accordance with Council's adopted Policy and Procedure Management Framework, the Corporate Services Department have undertaken a review of policies relating to its functions which are presented for Council's consideration.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- 1. General Donations to the Ipswich City Council Staff Social Club Policy Utilian
- 2. Key to the City Policy 🛂 🛣
- 3. Freedom of Entry Policy 🗓 🖺
- 4. Hardship Property Acquisition Policy 🗓 🛗
- 5. Keys to the City and Freedom of Entry Policy 🗓 🖺

Carol Dellit

BUSINESS IMPROVEMENT ADVISOR (POLICY)

I concur with the recommendations contained in this report.

Angela Harms

CORPORATE GOVERNANCE MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"



GENERAL DONATIONS TO THE IPSWICH CITY COUNCIL STAFF SOCIAL CLUB INCORPORATED POLICY

DOCUMENT NO: A3750443

1.1 Objectives:

Ipswich City Council acknowledges that organisations benefit from supporting and fostering staff social interactions and activities. Workplace social clubs increase staff morale, productivity and produce a happier workplace environment in which to foster staff loyalty and retention.

The Ipswich City Council Staff Social Club Incorporated plays a vital role in facilitating staff after work social activities. Section 2(1) of the Ipswich City Council Staff Social Club Incorporated constitution states as the main objective for the establishment of the club "To develop better acquaintance, good fellowship and closer comradeship among Ipswich City Council staff employees."

In supporting the initiatives of Ipswich City Council Staff Social Club Incorporated, Council endeavours to foster a happy and cohesive work environment for all staff.

1.2 Regulatory Authority:

Local Government Act 2009

Local Government Regulation 2012

ICC Delegation – Employee Development Board Administration

Ipswich City Council Social Club Incorporated Constitution

1.3 Policy Statement:

The Ipswich City Council Staff Social Club Incorporated will address all requests for donations in writing to the Chief Executive Officer.

Donations may include the use of Council equipment, buildings, services or the donation of funds to conduct events such as the Ipswich City Council Fun Day, the Ipswich City Council Social Club Christmas Party, or any other such initiative that arises from time to time.

In considering requests for donations, the Chief Executive Officer will consult with the Mayor and Deputy Mayor and, subject to agreement, proceed to approve the donation under the delegation entitled "Employee Development Board Administration."

1.4 Scope:

The core matter addressed by this policy is how donation requests, from the Ipswich City Council Social Club Incorporated, are to be received and actioned.

1.5 Roles and responsibilities:

Ipswich City Council Social Club Incorporated – responsible for requesting donations from Council by written request addressed to the Chief Executive Officer.

Chief Executive Officer – responsible for the assessing donation requests, in consultation with the Mayor and Deputy Mayor, prior to approving under delegation "Employee Development Board Administration".

1.7 Policy Author:

The Corporate Services Branch is responsible for the maintenance of this policy.

Date of Review: 8 March 2017

Date of Council Resolution: 30 June 2004

Committee Reference and Date: City Management and Finance Committee No. 2004(04)

of 22 June 2004

No. of Resolution: 43.07

Date to be Reviewed: 8 March 2019



KEY TO THE CITY POLICY

DOCUMENT NO: A4754285

1.1 Objectives:

The objectives of this policy are to:

- a) Provide guidance for the approval of presentation of a Key to the City to individuals to recognise outstanding achievements.
- b) Provide professional ceremonial functions for the presentation of a Key to the City.
- c) Manage appropriate protocols and ceremonial functions befitting presentation of a Key to the City.

1.2 Regulatory Authorities:

- Local Government Act 2009
- Local Government Regulation 2012
- Ipswich City Council Long Term Community Plan (i2031)
- Ipswich City Council Corporate Plan 2017-2022

1.3 Policy Statement:

The granting and presentation of a *Key to the City* is a symbolic presentation, which represents the highest honour a city can confer on an individual or an organisation. A Key to the City can be awarded to an individual or organisation for furthering the ideals of the City of Ipswich or to recognise outstanding achievement in public life.

Council may on its own, or following receipt of an application, award a Key to the City to any eligible organisation or person.

Eligibility for an individual or organisation to receive a Key to the City of Ipswich must demonstrate an outstanding contribution in furthering the ideals of the City or an outstanding achievement in public life.

Granting of a Key to the City may only be made by prior resolution of Council.

Nominations are to be discussed formally by the Mayor and Councillors and a report must be tabled at Committee or Council.

1.4 Role and Responsibilities:

The Marketing Services Branch, shall be responsible for ensuring applications for a Key to the City meet the requirements of this policy, and shall be responsible for reviewing this

policy and providing advice to Council on the application of this policy.

1.5 Definitions:

The tradition of a *Key to the City* dates back to medieval times, when many cities were enclosed within walled fortifications. The 'key' symbolised the political relationship between a city and the King, Queen or ruler of the land on which the city was located.

When the ruler visited the city for the first time after assuming power, the authorities would formally greet him or her at the gates and present a key to signify that the city was now under his or her control. The key would then be returned by the ruler to the city authorities to acknowledge that he or she intended to respect the political authority of those who administered the city.

The Key to the City is bestowed upon distinguished persons and honoured guests of the City of Ipswich. The key symbolizes free entry. The granting of the Key to the City is a symbolic presentation, which represents the highest honour that a City can confer on an individual or an organisation.

A Key to the City of Ipswich is presented by the Mayor at a civic ceremony to acknowledge the contribution of an individual or organisation in furthering the ideals of the city, or to recognise outstanding achievement in public life.

1.6 Policy Author:

The Corporate Governance Branch is responsible for reviewing this Policy.

Date of Council Resolution: 27 March 2018

Committee Reference and Date: Policy and Administration Advisory Committee No.

2018(02) of 13 March 2018 No. of Resolution: 2

Date to be Reviewed: 27 March 2020



FREEDOM OF ENTRY TO THE CITY POLICY

DOCUMENT NO: A4754242

1.1 Objectives:

The objectives of this policy are to:

- a) Provide guidance for the approval of Freedom of Entry to the City on military units.
- b) Provide professional ceremonial functions for Freedom of Entry to the City.
- c) Manage appropriate protocols and ceremonial functions befitting Freedom of Entry to the City.

1.2 Regulatory Authorities:

- Local Government Act 2009
- Local Government Regulation 2012
- Ipswich City Council Long Term Community Plan (i2031)
- Ipswich City Council Corporate Plan 2017-2022

1.3 Policy Statement:

The right of *Freedom of Entry to the City* is a symbolic honour, demonstrating trust, loyalty and sense of community between a city and a military unit. Freedom of Entry to the City is restricted to Australian military units which have, through their command, a significant attachment to the City of Ipswich.

Eligibility to grant Freedom of Entry to the City requires a military unit to demonstrate a significant attachment to the City of Ipswich and is presented in recognition of the unit's achievement while on active service.

Council may on its own, or following receipt of an application, award the Freedom of Entry to the City to any eligible organisation.

Granting of Freedom of Entry to the City may only be made by prior resolution of Council.

Nominations are to be discussed formally by the Mayor and Councillors and a report must be tabled at Committee or Council.

1.4 Role and Responsibilities:

The Marketing Services Branch, shall be responsible for ensuring applications for Freedom of Entry to the City meet the requirements of this policy, and shall be responsible for

reviewing this policy and providing advice to Council on the application of this policy.

1.5 Definitions:

<u>Freedom of Entry to the City</u> of Ipswich is a ceremonial honour. The honour draws inspiration from medieval history. A military unit accorded this privilege is granted the right of entry to the city 'with bayonets fixed, colours flying and drums beating'. This award is restricted to Australian military units which have, through their command, a significant attachment to the City of Ipswich.

It is conferred in recognition of the unit's achievement while on active service and overseas duty or as a mark of respect and gratitude for their efforts in the defence of Australia.

1.6 Policy Author: The Corporate Governance Branch is responsible for reviewing this Policy.

Date of Council Resolution: 27 March 2018

Committee Reference and Date: Policy and Administration Advisory Committee No.

2018(02) of 13 March 2018

No. of Resolution: 2

Date to be Reviewed: 27 March 2020



HARDSHIP PROPERTY ACQUISITION POLICY

Document No: A3752893

Objective:

The objective of the Policy is to establish a process and the mechanisms for dealing with claims for the early acquisition of a property required for longer term infrastructure purposes under financial 'hardship'.

Regulatory Authority:

- Local Government Act 2009
- Sustainable Planning Act 2009

Purpose:

The purpose of the Policy is to establish a consistent and fair approach when dealing with property that Council has an interest in for future infrastructure without posing undue financial strain on Council.

Framework:

The Policy has the following framework:

- (1) Application parameters;
- (2) Exclusions;
- (3) Hardship criteria;
- (4) Evidence;
- (5) Governance; and
- (6) Other Arrangements;

Parameters:

A claim / application for the early acquisition of a private property that Council has an interest in for longer-term infrastructure must meet <u>ALL</u> of the parameters outlined in Table 1 before being considered by Council.

TABLE 1 PARAMETERS

| | PARAMETER | DETAILS |
|---|--------------------------------|---|
| 1 | Detailed Planning Finalised | The detailed planning for an infrastructure project has advanced to a stage where its future configuration and footprint has been identified that has: (i) A good level of constructability confidence in terms of its engineering and environmental feasibility. This could be in the form of a planning study, area masterplan, concept design or detailed design; and (ii) Formal Council endorsement; |
| 2 | Direct Impact | The subject property is directly impacted (either entirely or partially) by the future footprint of the infrastructure project outlined in Parameter 1 above. |
| 3 | Owner/s Agreement | All owners of the subject property (as listed on the title), or the owner's power of attorney, agree to the acquisition in writing. |
| 4 | Freehold Tenure | The owner/s own the whole of the freehold interest in the subject property. |
| 5 | Genuine Hardship | The owner/s of the subject property is experiencing genuine hardship as per the eligibility criteria outlined in Table 3 (below). |
| 6 | Funding Availability | Council has sufficient funds in the budget for the early acquisition of the property. |

Exclusions:

A claim / application for the early acquisition of a private property that Council has an interest in for longer-term infrastructure will be rejected if <u>ONE</u> of the items outlined in Table 2 is met.

TABLE 2 EXCLUSIONS

| ITEM | DETAILS |
|--------------------------|---|
| Indirect impact | Claims for loss, discomfort or inconvenience as a result of the infrastructure project where there is not a direct land requirement over the subject property. |
| Poor due diligence | If the owner/s of the subject property had knowledge (or ought to have had) of Council's interest in the property at the time of purchasing the property. It is reasonable to expect buyers to exercise due diligence before their purchase transaction is finalised. |
| Divorce or work transfer | A personal circumstance relating to the dissolution of a marriage or being transferred to another location for work. |

Hardship Criteria:

The owner/s of the subject property is deemed to suffer hardship where at least ONE of the criteria outlined in Table 3 is met.

TABLE 3 HARDSHIP CRITERIA

| CRITERIA | DETAILS | |
|-------------------------------------|--|--|
| Failed Sale | The owner/s has attempted and failed to sell the subject property: (i) On the open market listed with an REIQ accredited real estate agent; (ii) At fair market value; and (iii) For a period of at least three months. NOTE: There is an element of subjectivity with this criterion but Council will be looking for evidence that a legitimate and meaningful sales campaign has been undertaken to market the property. | |
| Refused Development Application | The owner/s has attempted to develop the subject property but the development application (submitted under the Sustainable Planning Act or other relevant legislation) has been refused (or is likely to be refused) by Council as a direct result of Council's interest in the property for future infrastructure purposes; | |
| Rejected Equity Loan Application | The owner/s is unable to use the subject property as equity / collateral for a loan as a direct result of Council's interest in the property which has affected the value of the property. | |
| Medical Condition | The owner/s of the subject property, or a dependant, has a medical condition that requires the subject property to be liquidated in a very short time frame to free up funds to pay for medical fees and/or to make the applicant's life (or a dependant's or their carer's life) more comfortable. A medical condition is classified as: (i) Serious illness that is life threatening (e.g. cancer); and/or (ii) Total and permanent disability (e.g. paraplegia). | |

Evidence:

The owner/s of the subject property are required to substantiate their 'hardship' status by providing documentary evidence as part of their application. This may include but not limited to:

- Letter from the REIQ registered real estate agent documenting the listing of the property for sale and other supporting information such as timeframes, list price, advertisements, open for inspection dates, public interest and failed contracts;
- Information on 'fair market value' including the market analysis undertaken by the real estate agent and/or formal property valuation;
- The Decision Notice from Council detailing the refusal of a development application;
- Letters from at least two reputable financial lending agencies that documents that an application for finance
 has been declined on the basis that the property offered as collateral is not acceptable due to Council's interest
 in the property for a future infrastructure project and other supporting information such as the loan request
 amount, existing mortgage value and the property valuation prepared as part of the process. A letter
 indicating that a loan is unlikely is not sufficient. Council reserves the right to confirm with the relevant
 financial lending agencies.
- Letter from a doctor documenting the medical condition that necessitates the immediate sale of the property and other supporting information such as medical records.

Governance:

A claim / application for the early acquisition of a property that Council has an interest in for a longer-term infrastructure project will be assessed by the City Solicitor (or delegate) or an officer from the Finance & Corporate Services Department (e.g. Corporate Services Manager) with technical input provided by the relevant Chief Operating Officer (or delegate) from the Department responsible for the subject infrastructure project.

The decision to approve or reject an application will be made by the Chief Executive Officer (based on a recommendation by the City Solicitor or the Chief Financial Officer) and in consultation with the Mayor, the relevant Committee Chairperson and the relevant Divisional Councillor/s.

Review:

The Chief Financial Officer (or delegate) will be responsible for reviewing this Policy on an on-going basis to ensure it is practical and achieves its intended purpose.

Other Arrangements:

If the early acquisition of a property under hardship is approved to proceed, the process be undertaken with the following arrangements:

- Council shall retain the discretion to purchase only that part of the property required for future infrastructure
 purposes. With regards to future road corridors, if the planned road reserve boundary is closer than 2.0
 metres from a dwelling structure on the property then it would be appropriate for Council to consider
 acquiring the entire property. If requested by the property owner/s, the Chief Executive Officer may agree to
 purchase more of the property than required if deemed appropriate and fiscally prudent to ensure the
 transaction can occur efficiently and/or in good faith;
- The transaction is through negotiation rather than resumption. Council and the property owner/s shall mutually agree to a fair and reasonable value of the property. If consensus cannot be reached through negotiation then the purchase of the property does not occur;
- The value of the property is negotiated on the basis of the price that would have been realised had the
 planning for the subject infrastructure project not been publically announced. However any property valuation
 and subsequent negotiation needs to have due regard to the requirements of the Ipswich Planning Scheme and
 any development constraints that may apply;
- Council is to advise the property owner/s of their rights, entitlements and obligations in accordance with the Policy and recommend to the property owner/s that they obtain their own independent legal advice;
- Each party should be responsible for their own expenses relating to the property acquisition process. This
 includes property valuation fees, stamp duty and capital gains tax. The Chief Executive Officer may agree to
 reimbursing the property owner/s for a certain expense if deemed appropriate and fiscally prudent to ensure
 the transaction can occur efficiently and/or in good faith; and
- Council should not be liable for any injurious affection associated with the purchase of a property. This
 includes the property owner/s expenses relating to the purchase of another property, relocation costs,
 redirection of mail and compensation payable under the Sustainable Planning Act for loss of yield. The Chief
 Executive Officer may agree to reimbursing the property owner/s for an injurious affection expense if deemed
 appropriate and fiscally prudent to ensure the transaction can occur efficiently and/or in good faith.

Policy Author: Infrastructure Planning Branch of Infrastructure Service Department.

Date of Council Resolution: 1 December 2015

Committee Reference and Date: Policy and Administration Board No. 2015(12) of 17 November 2015 -

City Management and Finance Committee No. 2015(12) of 24 November 2015

No. of Resolution: 4

Date to be Reviewed: 1 December 2017



IPSWICH CITY COUNCIL

Keys to the City and Freedom of Entry Policy

| Version Control and Objective ID | Version No: | Objective ID: |
|----------------------------------|-------------|---------------|
| Approved by Council on | | |
| Date of Review | | |

1. Statement

The granting of the "Keys to the City of Ipswich" is a symbolic presentation with no formal entitlements and represents the highest honour that the city can confer on an individual or group.

The "Freedom of Entry to the City" is a right which is granted upon a military unit by a Local Government, authorising that unit to march through the streets of the city on a ceremonial occasion with swords drawn, bayonets fixed, drums beating, guidon flying and band playing.

2. Purpose and Principles

The granting and presentation of a "Keys to the City of Ipswich" is a symbolic gesture where the city chooses to honour an individual or group either for their significant contribution to the city or for attaining excellence in their chosen field of endeavour.

The granting of the "Freedom of Entry to the City of Ipswich" represents the highest honour that can be conferred on a military unit and is a symbolic honour, demonstrating trust, loyalty and sense of community between the city and the military unit.

The declaration of the honour for both awards will form part of a Council Ordinary Meeting agenda with the official presentation to take place at a small ceremony to be held in a function room adjacent to the Council Chambers, at the conclusion of the meeting.

Council may on its own initiative, or following receipt of an application, award the Keys to the City of Ipswich or Freedom of Entry to the City of Ipswich honours as appropriate.

3. Strategic Plan Links

This policy relates to:

· Caring for the Community

4. Regulatory Authority

This policy does not have any legislative requirements.

Scope

All residents and eligible organisations within the City of Ipswich who are considered to have made a significant contribution to the city and/or attained excellence in their chosen field, are eligible for this award.

IPSWICH CITY COUNCIL | Key to the City and Freedom of Entry Policy

The Freedom of Entry to the City of Ipswich award is restricted to Australian military units which have, through their command, a significant attachment to the City of Ipswich.

6. Roles and Responsibilities

The Executive Officer, Office of the Mayor will be responsible for the processing of applications, liaison with the Mayor and Councillors as required and the preparation of a report to Council seeking a Council resolution for the formal granting of the honour of the Keys to the City of Ipswich or Freedom of Entry to the City of Ipswich.

The Mayor/Councillor Administrative Support team will work with the City Events Section to organise and deliver an appropriate ceremonial function. An event brief approved by the Executive Officer, Office of the Mayor will be used to determine the scale and logistics of an appropriate ceremonial function.

7. Key Stakeholders

Not Applicable

8. Monitoring and Evaluation

Individuals or groups within the City of Ipswich are appropriately honoured for either their significant contribution to the city or for attaining excellence in their chosen field of endeavour.

Australian military units which have, through their command, a significant attachment to the City of Ipswich are appropriately honoured.

All successful applications for the bestowing of these honours will be supported by a resolution of Council.

9. Definitions

Not applicable

10. Policy Owner

The General Manager (Corporate Services) is the policy owner and the Corporate Governance Manager is responsible for authoring and reviewing this policy.

Doc ID No: A5914885

ITEM: 6

SUBJECT: FRAUD AND CORRUPTION CONTROL POLICY

AUTHOR: CORPORATE GOVERNANCE MANAGER

DATE: 21 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning the adoption of the Fraud and Corruption Control Policy a deliverable of Transformation Project 7 – Risk Management.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the policy titled "Fraud and Corruption Control Policy" as detailed in Attachment 1, to the report by the Governance Manager dated 21 November 2019, be adopted.

RELATED PARTIES

There are no related parties associated with this report.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

Transformational Project #7 - Risk Management deliverables include the development of a Fraud and Corruption Control Policy (FCCP), Administrative Directive, Control Plan and reporting regime. Successful delivery will ensure Council has rigorous and transparent processes in place to prevent, deter, detect and report on fraud and corruption.

The FCCP states the behaviours and responsibilities expected of staff to:

- act legally, ethically and in the public interest;
- understand their obligations and implement practices to stop fraud and corruption occurring in Council.

The FCCP articulates Council's commitment to the detection and prevention of all forms of fraud and corruption and to the creation and embedding of an ethical culture and work environment that discourages and prevents fraud and corruption.

The FCCP aims to:

- Avoid any incidence of fraud and corruption;
- Minimise opportunities for fraud and corruption through effective internal controls, training and awareness;
- Encourage ethical dealings at all levels of ICC;
- Ensure compliance with legal and statutory obligations; and
- Prevent any financial or reputational damage to ICC.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

Local Government Act 2009

Crime and Corruption Act 2001

Local Government Regulation 2012

Public Interest Disclosure Act 2010

Financial Accountability Act 2009

ICC Employee Code of Conduct

ICC Fraud and Corruption Control Administrative Directive

ICC Fraud and Corruption Control Plan (FCCP)

ICC Enterprise Risk Management Administrative Directive

ICC Enterprise Risk management Framework and Procedure

Australian Standard Fraud and Corruption AS 8001-2008

QLD Crime and Corruption Commission Corruption in focus – A guide to deal with corrupt conduct in the Queensland public sector

QLD Crime and Corruption Commission's Fraud and Corruption Control - Best Practices Guide

RISK MANAGEMENT IMPLICATIONS

The risk of fraud and corruption in Council is an extremely serious matter not only for the organisation but also for our community. Such conduct potentially involves the commission of criminal offences attracting severe penalties and has an adverse impact on the community and seriously undermines public confidence in Council.

Underpinning the proposed FCCP is the principle that the most effective way to prevent, deter and detect fraud and corruption is through the careful design and rigorous implementation of sound policy and good practice calculated to achieve those objectives.

Adoption of the FCCP together with a good Fraud and Corruption Control Plan, training, and a regular reporting regime will lessen future risks to the organisation and increase the fraud and corruption management capabilities of the organisation.

FINANCIAL/RESOURCE IMPLICATIONS

The adoption of the Fraud and Corruption Control Policy does not hold any financial implications.

COMMUNITY AND OTHER CONSULTATION

In developing the Fraud and Corruption Control Policy, the Risk Management Coordinator has sought feedback and support from the:

- The Chief Executive Officer
- Members of the Risk and Governance Steering Committee
- All General Managers
- Internal Audit
- Members of Risk Management Transformational Project team

CONCLUSION

Council is embracing leading practice by developing a sound Enterprise Risk Management Framework. One pillar of the Framework focuses on the prevention, deterrence and detection of fraud and corruption. Adoption of the Fraud and Corruption Control Policy along with other deliverables of Transformational Project 7 will provide Council with a strong platform to detect and prevent of all forms of fraud and corruption and to create and embed an ethical culture and work environment that discourages and prevents fraud and corruption.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1. Fraud and Corruption Control Policy 🗓 🖺

Angela Harms

CORPORATE GOVERNANCE MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"



IPSWICH CITY COUNCIL

Fraud and Corruption Control Policy

| Version Control and Objective ID | Version No: 1 | Objective ID: |
|----------------------------------|---------------|---------------|
| Approved by Council on | ТВА | |
| Date of Review | ТВА | |

Statement

The risk of fraud and corruption in Ipswich City Council (ICC) is an extremely serious matter for ICC and for the community. Not only does such conduct potentially involve the commission of criminal offences attracting severe penalties, it can have a direct and adverse impact on the community and seriously undermine public confidence in ICC.

Underpinning this Policy is the principle that the most effective way to is through the careful design and rigorous implementation of sound policy and good practice calculated to achieve those objectives. This principle is reflected in the training and guidance we provide to manage and mitigate our organisational risks generally, and more particularly in relation to the risks associated with fraud and corruption.

This Policy is meant to inform and assist managers and staff at all levels and in every area of ICC. Given our shared responsibilities for preventing, deterring and detecting fraud and corruption, this Policy is mandatory reading for all ICC employees.

This policy also considers vexatious misuse of this policy for complaints that after careful consideration are found to be unsubstantiated where it can be determined it was used in a vexatious or malicious way to harm the organisation and/or its staff.

2. Purpose and Principles

ICC is committed to ensuring robust governance and the ethical conduct of all staff, contractors, consultants and other workers performing services on behalf of ICC by preventing, detecting and investigating all forms of fraud and corruption that may occur.

It is the responsibility of all ICC staff, contractors, consultants and other workers to report all suspected cases of fraud or corruption.

The Fraud and Corruption Control Policy identifies the minimum requirements and responsibilities for the governance, prevention, detection, and the response to suspected fraud and corruption within ICC.

The Fraud and Corruption Control Policy:

- ensures that our workforce acts legally, ethically and in the public interest;
- enables staff to understand their obligations and implement practices to stop fraud and corruption occurring in ICC; and
- aligns with the vision, purpose and values outlined in the ICC's Long Term Community Plan and supporting Corporate and Operational Plans.

Page 1 of 9

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

ICC is committed to the detection and prevention of all forms of fraud and corruption and to the creation and embedding of an ethical culture and work environment that discourages and prevents fraud and corruption.

ICC is committed to:

- A zero-tolerance approach to fraud and corruption.
- · Keeping staff informed regarding the dangers and traps of fraud and corruption.
- Fraud and corruption control and management as an integral component of effective corporate governance;
- Transparent and accountable processes consistent with sound business practices and organisational standards of compliance;
- Preventing fraud and corruption whilst investigating any suspected incidents and taking appropriate action;
- Establishing and maintaining an annual Fraud and Corruption Control Plan to minimise the impact and reduce the incidence of fraud and corruption within the work environment.

All ICC staff, contractors, consultants and other workers performing services on behalf of ICC must act with integrity and are responsible for the prevention and detection of fraud and corruption as outlined in ICC's Fraud & Corruption Control Policy and Procedure.

Any allegation or suspicion of fraud or corruption will be investigated appropriately in accordance with the requirements of the particular case (i.e. criminal, disciplinary or administrative mechanisms).

ICC will establish a culture and work environment in which fraud and corruption is not tolerated and will demonstrate a commitment to the rigorous management of fraud and corruption risks by implementing a range of mechanisms to prevent, detect and respond to suspected fraud and corruption.

The aim of this Policy and associated documentation is to:

- Avoid any incidence of fraud and corruption;
- Minimise opportunities for fraud and corruption through effective internal controls, awareness and appropriate supervision;
- · Encourage ethical dealings at all levels of ICC;
- · Ensure compliance with legal and statutory obligations; and
- Prevent any financial or reputational damage to ICC.

Strategic Plan Links

This Policy relates to:

- · Strengthening our local economy and building prosperity
- Managing growth and delivering key infrastructure
- · Caring for the Community
- Caring for the Environment
- Listening, Leading and Financial Management

4. Regulatory Authority

- ICC Employee Code of Conduct
- ICC Fraud and Corruption Control Administrative Directive
- ICC Fraud and Corruption Control Plan (FCCP)
- ICC Enterprise Risk Management Administrative Directive

Page **2** of **9**

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

- ICC Enterprise Risk management Framework and Procedure
- Australian Standard Fraud and Corruption AS 8001-2008
- Local Government Act 2009
- Crime and Corruption Act 2001
- Local Government Regulation 2012
- Public Interest Disclosure Act 2010
- Financial Accountability Act 2009
- QLD Crime and Corruption Commission Corruption in focus A guide to deal with corrupt conduct in the Queensland public sector
- QLD Crime and Corruption Commission Fraud and Corruption Control Best Practices Guide

5. Scope

This Policy applies to all staff, contractors, consultants and other workers performing services on behalf of ICC.

The application of fraud and corruption control across ICC is undertaken at several levels including:

- Organisational
- Recruitment
- Departmental/Branch
- Operational
- Workplace, health and safety
- · Project management and
- Procurement

5.1 Examples of Fraud and Corruption

Fraud can occur internally within the organisation or be generated by external sources. There are a range of different types of fraud with the potential to impact negatively on ICC. Outlined below are examples of fraud and corruption taken in part from AS 8001-2008 Fraud and Corruption Control.

Fraud:

- Theft of cash or assets (including plant and equipment).
- Non-authorised use of equipment, property or services.
- Falsification of hours worked or expenses claimed.
- · False invoicing.
- Creation of a 'ghost' employee whose wages are deposited into the fraudsters bank account.
- Failure to remove a former employee from the payroll system, where wages are deposited into the fraudster's bank account.
- Duplication of companies or businesses in procurement systems in order to process fraudulent payments.
- Lodgement of a false claim against council e.g. workers' compensation or public liability.
- Falsification or forgery of documents in order to receive a benefit.
- Use of Council monies or funds for private benefit.
- Running a private business during work hours.
- Credit card fraud.
- Abuse of Council facilities or assets for personal use.
- Making false statements or altering signatures or other information and materials so as to mislead or misrepresent a position or hide wrongdoing.

Page 3 of 9

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

 Destroying or removing records without approval for personal gain or to conceal fraudulent activity.

Corruption

- Provision of false credentials, references or identification by an applicant to gain a position within Council
- Payment or receipt of secret commissions (bribes), which may be paid in money or in some other
 form of value to the receiver and may relate to a specific decision or action by the receiver or
 generally.
- Release of confidential information in exchange for financial benefit or some form of non-financial benefit or advantage to the employee releasing the information.
- Collusive tendering (the act of multiple tenderers for a particular contract colluding in preparation of their bids).
- Payment or solicitation of donations for an improper political purpose.
- Serious conflict of interest involving an Officer acting in his or her own self-interest rather than the
 interests of Council.
- Manipulation of the procurement process by favouring one tenderer over another for personal reasons or selectively providing information to some tenderers.
- Reprisal against a Public Interest Discloser and subject officers.

5.2 Ethical Conduct Training and Awareness

Training and awareness of ethical principles and ethical decision-making are essential elements of fraud and corruption control. Council is committed to providing staff access to training and awareness programs that builds on the Code of Conduct and provides clear understanding of fraud and corrupt conduct; including relevant scenarios or case studies that encourage participation and links training to everyday local government work situations.

- Council's values, policies, code of conduct, reporting arrangements
- Public Interest Disclosure
- · How to respond to suspicions of fraud and corruption
- The risk areas identified in Fraud and Corruption risk assessments
- Case studies and techniques to further develop ethical decision making skills

Training will be designed and relevant to the various positions of officers in Council:

| Audience/ Officer | Training Outcome | |
|-------------------|--|--|
| Job applicants | Council's stance on fraud and corruption | |
| | Code of conduct | |
| New starters | Council's values, policies, code of conduct; reporting | |
| including temps, | arrangements, PIDs | |
| volunteers and | How to respond to suspicions of fraud and corruption | |
| contractors | | |
| CEO and General | Risk areas identified in risk assessment | |
| Managers members | Importance of modelling | |
| Elected officials | Case studies and techniques to further develop ethical decision- | |
| Senior managers | making skills | |
| | Code of conduct | |
| All supervisors | How to deal with complaints received or fraud detected | |
| | Handling PIDs | |

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

| Audience/ Officer | Training Outcome |
|-------------------------|---|
| All officers including | Refresher on code of conduct and PIDs |
| elected officials | Any changes to policies etc. in last year |
| | Refresher on ethical decision-making skills |
| | Fraud and corruption |
| Employees who work in | Policies and procedures |
| high-risk functional | Internal controls |
| areas identified in the | |
| organisation risk | |
| assessment | |

5.2 Fraud & Corruption Control Risk Assessments

The risk assessment of routine work matters can identify internal control weaknesses that could increase the organisation's exposure to fraud and corruption. Fraud and corruption control risk assessments will assist ICC in identifying those areas that have the potential to involve instances of fraud and/or corruption, and to implement measures to reduce risks. ICC will undertake three monthly fraud and corruption control risk assessments and review of the Fraud and Corruption Control Risk register. Also on an annual basis review and update the Fraud and Corruption Prevention Plan.

5.3 Internal Controls

ICC is committed to maintaining a strong internal control system and promotes and monitors the use of effective internal controls, i.e. Policies, Administrative Directives, Frameworks and Procedures. Effective, appropriate and sufficient internal controls will continue to be developed and maintained through the administration of all ICC activities and operations.

5.4 Internal Reporting

As per ICC's Code of Conduct, staff who know or have good reason to suspect any fraudulent, corrupt, criminal or unethical conduct must report it immediately.

ICC encourages the reporting of any concerns or suspicions about fraudulent or corrupt activity to:

- · Their immediate supervisor; or
- Their section/branch manage; or
- The Chief Executive Officer; or
- · A member of the Executive Leadership Team; or
- The Manager People and Culture; or
- The Ethical Standards Manager; or
- The Chief Audit Executive as the CCC Liaison Officer
- Report a Concern (Report a Concern is an external service facilitated by ICC that allows staff to anonymously report instances of fraud and corruption independently of ICC.

All reports of alleged fraud and corruption will be treated confidentially to the fullest extent possible under the law, but anonymity cannot be guaranteed.

The Chief Executive Officer (or his / her delegate) has a specific role in determining how the alleged conduct is to be investigated and ultimately addressed, particularly if further investigation is required through an external agency.

Page 5 of 9

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

5.5 External Reporting

In Queensland's public sector there are a number of independent agencies which are responsible for promoting good governance, accountability and integrity and that provide law enforcement or need to be informed of such matters as appropriate:

- The Crime and Corruption Commission for cases with reasonable suspicion of corrupt conduct;
- The Queensland Audit Office reportable losses and to inform of matters to consider during their audit:
- The Office of the Independent Assessor councillor misconduct;
- The Queensland Ombudsman; administrative practice in government and oversight public interest disclosures:
- The Queensland Police Service for criminal and corrupt conduct; and
- The Minister for reportable losses

The Chief Audit Executive is ICC's delegated contact officer for reporting any suspected fraudulent or corruption conduct to the appropriate agency.

5.6 Recording and Notifying Loss of an ICC Asset

Council's Risk Management Coordinator is to be notified of any theft or loss of ICC assets in order to determine whether the matter should be treated as a fraud and also because a claim for losses may be able to be made against an ICC insurance policy. The Risk Management Coordinator through the Chief Audit Executive will then notify the relevant external agencies as per section 307A of the *Local Government Regulation 2012*.

5.7 Public Interest Disclosures

ICC has certain obligations under the *Public Interest Disclosure Act 2010* to any person who makes a public interest disclosure. Those obligations, depending on circumstances, may extend to a person who discloses suspected fraud or corruption conduct.

For further information, please refer Council's Public Interest Disclosure Policy.

5.8 Investigations

The Ethical Standards Manager, under the direction of the Chief Executive Officer, will coordinate the investigation in relation to any fraudulent or corrupt conduction to ensure that the appropriate processes have been adhered to.

5.9 Code of Conduct

Implementation of the Fraud and Corruption and Control Plan (FCCP) will be based on the standards outlined in the Employee Code of Conduct. This provides guidance on the standards of behaviour expected of all employees and others associated with ICC in any significant way.

The Code of Conduct is founded on the *Public Sector Ethics Act 1994* and the following four ethics principles:

- Integrity and Impartiality;
- · Promoting the Public Good;
- · Commitment to the System of Government; and
- Accountability and Transparency.

Page 6 of 9

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

The Code of Conduct does not cover all eventualities. To assist in the resolution of more complex ethical and fraud-related issues, Council officers should seek the advice of their supervisors and more senior management where necessary.

Full details of ICC's application of fraud and corruption control is contained in the ICC Fraud and Corruption Control Plan.

6. Roles and Responsibilities

Chief Executive Officer (CEO)

Overall responsibility for the prevention and detection of fraud and corruption within ICC. Ensures accountability and transparency in the management of ICC's resources and promotes integrity consistent with the values and principles of ICC's Code of Conduct.

General Managers and Branch Managers

Display ethical leadership in the management and promotion of Council's fraud and corruption control plan and associated Fraud and Corruption Risk Register. Visibly promote and conduct themselves in a manner consistent with the values and principles of Council's Code of Conduct in fulfilling their responsibilities to:

- Safeguard the physical and intellectual assets under their control;
- Safeguard and ensure the legitimate use of information;
- Assure the efficient use of resources;
- Promptly investigate allegations or suspicions of fraudulent activity;
- Inform subordinate staff of their responsibilities for implementing internal controls and the prevention and detection of fraud and corruption;
- · Identify areas of potential fraud and corruption risk;
- Develop or modify local work practices to reduce the risk of fraud and corruption;
- Be aware of their obligations with respect to losses, deficiencies and shortages;
- Receive reports and in turn report suspected fraud and corruption;
- Ensure effective implementation of Council's Public Interest Disclosure Policy;
- Maintain open, honest and full communication with staff so far as possible;
- Ensure staff awareness and participation in training and development activities; and
- Responsible for effective, appropriate and sufficient controls;
- Protection of Public Interest Disclosers and subject officers.

Staff

Staff are encouraged to contribute to the development of improved systems and procedures that will enhance ICC's resistance to fraud and corruption. All staff should:

- safeguard assets under their control;
- · indicate any lack or weakness in controls;
- Report suspected fraud and corruption;
- · Report maladministration;
- Clearly understand their obligations with respect to any losses, deficiencies and shortages;
- · Ensure all personal claims are accurate;
- Report any misconduct, including corrupt conduct; and
- Report behaviour that is in breach of the Code of Conduct.

Page **7** of **9**

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

Ethical Standards Manager

- Report suspected corrupt conduct through the appropriate channels to the appropriate external agency;
- Investigate allegations of corruption conduct; and
- Workload and resources permitting, advises and reviews operational areas on implementing
 effective fraud and corruption control practices.

Legal and Governance Branch

The Branch's responsibilities with respect to fraud and corruption control include:

- Developing and promulgating this Policy, the Fraud and Corruption Control Administrative Directive,
 Fraud and Corruption Control Plan and Fraud and Corruption Control Risk Register;
- Evaluating the effectiveness of ICC's Fraud and Corruption Control Administrative Directive, Fraud and Corruption Control Plan and Fraud and Corruption Control Risk Register;
- · Providing a risk management consultancy service across ICC;
- · Facilitating fraud workshops;
- · Providing fraud and corruption awareness training and education; and
- · Developing and ensuring an annual review of the Fraud and Corruption Control Risk Register

Internal Audit (IA)

IA supports Council's efforts to establish an organisational culture that embraces ethics, honesty, and integrity. IA assists ICC with the evaluation of internal controls used to detect or mitigate fraud, evaluates the organisation's assessment of fraud risk, and is involved in any fraud investigations. The Chief Audit Executive (CAE) currently acts as the Liaison Officer to the Crime and Corruption Commission (CCC) and provides advice on fraud and corruption prevention matters. Although IA considers fraud and corruption within its audit plans and performs audits, it is important to note:

- The responsibility for prevention of irregularities rests with ICC and management through the
 implementation and continued operation of an adequate internal control system. Internal Auditors
 are responsible for examining and evaluating the adequacy and the effectiveness of actions taken by
 management to fulfil this obligation.¹
- Although preventing fraud and corruption is a specific objective of IA's function, it is not IA's role to prevent fraud – it is management's.²

Audit and Risk Management Committee (ARMC)

- Monitor the implementation of risk management (including fraud and corruption matters) and independently recommend actions to improve management frameworks; and
- Monitor the internal audit function to ensure audits include key fraud and corruption risks and that audits are risk based.

Page **8** of **9**

¹ ICC Internal Audit Charter section 7.2

² Australian Standard Fraud and Corruption AS 8001-2008

IPSWICH CITY COUNCIL | Fraud and Corruption Control Policy

7. Key Stakeholders

The following will be consulted during the review process:

- Audit and Risk Committee
- Executive Leadership Team
- Legal and Governance Branch

8. Monitoring and Evaluation

The Fraud and Corruption Control Risk Register will be monitored and reviewed every three months by the Legal and Governance Branch. This policy, administrative directive, fraud and corruption control plan and any other associated documents are to be reviewed and updated on an annual basis.

9. Dealing with vexatious complaints

- Under sections 216 and 216A of the Crime and Corruption Act it is an offence for a person to make or ask someone else to make a vexatious or mischievous, reckless or malicious complaint.
- The CEO as public official must deal with corrupt conduct complaints but will dismiss a complaint
 that is assessed as being frivolous, vexatious or lacking in substance or credibility.
- If a complaint is dismissed as vexatious, not in good faith, or primarily for a mischievous purpose, or reckless, or malicious, the CEO will warn the person making the complaint that if they make the same, or substantially the same complaint again, the person may be committing an offence.

10. Definitions

| Abbreviations | Description |
|---------------|-------------------------------------|
| ARMC | Audit and Risk Management Committee |
| CAE | Chief Audit Executive |
| CCC | Crime and Corruption Commission |
| CEO | Chief Executive Officer |
| ELT | Executive Leadership Team |
| FCCP | Fraud and Corruption Control Plan |
| IA | Internal Audit |
| ICC | Ipswich City Council |

9. Policy Owner

The General Manager Corporate Services is the policy owner and the Manager Legal and Governance Branch is responsible for authoring and reviewing this policy.

Doc ID No: A5911253

ITEM: 7

SUBJECT: MEDIA POLICY

AUTHOR: COMMUNICATIONS AND MEDIA MANAGER

DATE: 19 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning a Media Policy which outlines the expectations of elected representatives and staff of the organisation when dealing with the media, and when managing and preparing content for owned channels.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled "Media Policy, as outlined in Attachment 1, be adopted.
- B. That the procedure titled "Media and Communications Procedure" as outlined in Attachment 2, be noted.

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME

Caring for the community

PURPOSE OF REPORT/BACKGROUND

The purpose of this policy is to:

- Provide clear direction on Councillor and staff rights and responsibilities in relation to media comment;
- Ensure that comments made to the public are consistent, well informed, timely, accurate and appropriate;
- Provide a coordinated, professional and consistent approach to media liaison;
- Articulate ways that Council will communicate effectively with ratepayers, residents and the broader community;
- Determine Council's authorised spokespersons.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Act 2009

RISK MANAGEMENT IMPLICATIONS

Council has previously not had a formal Media Policy. This puts council at risk of not fully understanding the role of elected representatives and staff when identifying ways to best communicate with ratepayers and residents of the city. This is inclusive of how council identifies its organisational priorities, and how it activates a communication pipeline to effectively reach people of the city, and where appropriate, external to the city.

There are legislative requirements which explain how content can be used. There are also state government-imposed guidelines about how elected representatives can utilise social media accounts. This Policy however, mitigates the risk of interpretation when determining the following:

- Who speaks on a particular issue;
- How issues are disseminated and discussed in the public domain;
- How media opportunities are identified and presented to elected representatives and staff.

FINANCIAL/RESOURCE IMPLICATIONS

The Policy will be managed within existing budget.

COMMUNITY AND OTHER CONSULTATION

- Council's Executive Leadership Team and members of the Interim Management
 Committee have been consulted. They have provided input into this document, and are supportive of the introduction of a Media Policy.
- Initial consultation with the following councils on their current Policies and future media and communications strategies has been undertaken: Sunshine Coast Regional Council, Whitsunday Regional Council, Charles Sturt City Council, Adelaide City Council, Whyalla City Council, Logan City Council, Moreton Regional Council, Toowoomba Regional Council, Bundaberg Regional Council, Port Stephens Council, Bathurst Regional Council and City of Greater Geelong Council.

CONCLUSION

The endorsement of a Media Policy will provide clarity around roles and responsibilities in relation to council's interaction with the media, its communities, and in particular residents and ratepayers.

This will allow council to further enhance awareness of council and community decisions, civic pride, growth, and ongoing issues which require discussion and engagement. It will allow council to effectively create awareness of key issues, and build capacity for the community to effectively interact with council.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

| 1. | Media Policy 🗓 🔁 |
|----|--|
| 2. | Media and Communications Procedure 🖟 🖫 |

Simon Holt

COMMUNICATIONS AND MEDIA MANAGER

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

"Together, we proudly enhance the quality of life for our community"



| Version Control and Objective ID | Version No: | Objective ID: |
|----------------------------------|-------------|---------------|
| Approved by Council on | | |
| Date of Review | | |

1. Statement

At Ipswich City Council we value the role print, broadcast and digital media play in sharing news of the city's events, activities and milestones. This policy confirms our ongoing commitment to provide timely and accurate information to the community through positive working relationships with media organisations and via Council's media channels.

It is the responsibility of the Mayor to ensure that strategic priorities and policies of the organisation are effectively communicated to the community. It is the responsibility of the Chief Executive Officer to ensure that operational priorities and achievements of the organisation are effectively communicated to the community.

Our communication mission as an organisation is to use high impact storytelling techniques to engage our community, and to develop an informed and connected city. We will turn ideas into influence, creating positive social impact.

We will provide capacity for our community to build. This will be done fairly, in a publicly responsible manner, and avoid undue advantage to any party in our media endeavour.

2. Purpose and Principles

The purpose of this policy in relation to official Council business and information is to:

- Indicate clearly Council's authorised spokespersons;
- Provide clear direction on the responsibilities of Councillors and staff in relation to official media comment:
- Support fair and equitable opportunity for the Mayor and Councillors to inform the public on strategic directions and policies of Council;
- Ensure that official comments made to the public are consistent, well informed, timely, accurate and appropriate;
- Provide a coordinated, professional and consistent approach to media liaison and community engagement through Council media channels; and
- Be consistent with the local government principles under the Local Government Act 2009.

"The following principles underpin Council's commitment to access, equity and inclusion:

- Access the right of residents and/or visitors to have ready and equitable access to council facilities, open space, programs, services, resources and information;
- Inclusion working in partnership to address the needs of residents and/or visitors and build an inclusive and cohesive community;

IPSWICH CITY COUNCIL | Name of Policy

- Equity equity and opportunities for all; and
- Respect recognise and value the contribution of the city's diverse population and respect the right of people to an inclusive community. "

3. Strategic Plan Links

This policy relates to Advanced Ipswich Theme:

· Caring for the Community

4. Regulatory Authority

- Local Government Act 2009
- Local Government Regulation 2012
- Council's Code of Conduct
- Councillor Code of Conduct
- Media and Communications Procedure

Scope

This policy applies to all Council officers, committee members and elected officials.

The policy enables information dissemination and discussion on topics relevant to Council's strategic and operational activities and objectives for the city.

This policy does not limit or attempt to restrict relationships between Councillors and the media.

The policy acknowledges the rights and responsibilities of Councillors as elected representatives as outlined in the *Local Government Act 2009*.

This policy acknowledges that any information which has been made public through official channels, including committee papers and briefings, is open to media scrutiny.

As a matter of transparency, Council should be in a position to explain all publicly-available background, commentary, decisions or other publicly-available material to the community, including through Council's media channels, or third-party media organisations.

6. Roles and Responsibilities

Under guidance of the Mayor and Chief Executive Officer, Council's Media and Communications Section will share news and information within the scope of this policy via publication in a combination of traditional and new media channels inclusive but not limited to third-party media, social media and owned media.

The Mayor and the Chief Executive Officer are the official spokespersons on Council business, and may choose to delegate others to act as spokespersons when appropriate.

The Mayor may delegate Councillors to act as spokespersons on Council business in a fair and equitable manner so as not to promote some councillors over others.

The Chief Executive Officer is responsible for managing any media engagement regarding the city's day-to-day operations.

IPSWICH CITY COUNCIL | Name of Policy

If Councillors choose to provide comment to the media, statements must be identified as that Councillor's personal opinion, and not the position of Council.

The Chief Executive Officer may nominate Council officers to act as spokespersons in line with the Communications and Media Procedure.

Any Council officer, unless nominated by the chief executive officer as a nominated spokesperson, who is contacted by the media must not provide any comment and refer the enquiry to the Media and Communications Section.

Council's Media and Communications Section will inform all Councillors and the city's Chief Executive Officer in a timely manner of any media engagement the mayor performs on Council's behalf.

Media representatives attending a city-organised media engagement will make their own editorial decisions as to which Councillors they invite (or do not invite) to appear in any staged presentation, event, photo, video or similar activity.

It is inappropriate for any Councillor, including the Mayor, or the Chief Executive Officer to influence or determine the media's editorial needs or decisions.

Breaches of this policy will be dealt with in accordance with the Ipswich City Council's Code of Conduct.

7. Key Practice Guidelines

Official statements issued on behalf of Council must:

- Be consistent with the city's current policy and position;
- Support the reputation of the city, its staff, its Council and its Councillors;
- Be respectful of the Mayor, other Councillors, the city's Chief Executive Officer, city officers and all members of the public;
- Not commit the city or its resources to a course of action without prior Council discussion and/or resolution;
- Not be in breach of any laws (such as privacy, defamation, racial vilification, or equal opportunity), or the city's Code of Conduct;
- Avoid any admission of legal liability.

8. Monitoring and Evaluation

This policy is to be reviewed every four years or sooner if required. The success and effectiveness of the policy will be measured by:

- Information to the community that is timely and accurate, and which encourages discussion about Council decisions and policies.
- Information about the city and its people that encourages and promotes participation in an active, healthy and liveable community.
- Ensuring the community has access to Council decisions and policies, the reasons for those decisions and the resultant outcomes.
- Ensuring information that encourages and promotes advancement towards the accomplishment of Council's social, cultural, economic and development goals.

IPSWICH CITY COUNCIL | Name of Policy

Increased audience across Council-owned channels, including social media, Ipswich First, Discover Ipswich, and databases managed by Libraries, Civic Centre, Art Gallery and other approved channels.

9. Definitions

Council: Means Ipswich City Council.

Media: Includes television, print, radio, online and social media, as well as Council-branded or sub-brand social media, mastheads, magazines and media releases.

10. Policy Owner

The Media and Communications Manager (Coordination and Performance) is responsible for reviewing this policy.



Media and Communications

Procedure











TOGETHER WE PROUDLY ENHANCE THE QUALITY OF LIFE FOR OUR COMMUNITY

| Version Control and Objective ID | Version No: | Objective ID: |
|-----------------------------------|---|---------------|
| Name of parent Policy / Directive | Insert link to policy / directive in objective | |
| Procedure Owner | The (insert relevant Branch Manager title) Manager is responsible for authoring and reviewing this procedure. | |
| Approved by GM on | | |
| Date of Review | | |

Background 1.

A fast-changing media landscape has created opportunities for council, its elected representatives and its staff to optimise modern audience behaviour in order to enhance the quality of life for our community. Our communications mission as an organisation is to use high impact storytelling techniques to engage and grow our audience, and to develop an informed and connected city.

We will turn ideas into influence, creating positive social impact. We will provide capacity for our community to build.

We will understand the media landscape, emerging tools and capabilities, and be cognisant that consumption habits and behaviours are shifting. The introduction of paywalls, new social media channels, technological advances, and new forms of communication provide challenges. Yet, therein lies opportunities for council to innovate and adapt.

Some traditional methods of sharing messages remain effective albeit expensive, including the production of magazines for household delivery. When communicating, we are conscious of all demographics, including an ageing population.

Council will utilise partnerships with news outlets, radio and television to help disseminate messaging about council and the communities with whom we work.

As we move into the future, digital content has become priority. It is immediate and at its most effective, it meets consumer expectation. Digital media offers clarity, enables multi-media messaging, and taps into the current mobile generation.

In essence, this procedure operates under the premise that information - whether that be a transparent view of council services, open discussion about important topics, or a broad view of a functional and inclusive cityscape – is regarded as an essential service.

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 1 of 20

2. Purpose

This procedure outlines a process to ensure all council-generated content, statements, media interaction, photography, video, social media, publicity and internal communications are prepared and distributed in an efficient and effective manner.

The procedure determines ways to assess organisational priorities, and to determine how to communicate these priorities in the best short-, medium- and long-term interest of council, its elected representatives and its employees.

This procedure ensures council is transparent with its community promotes discussion of topics deemed relevant to the city of Ipswich, manages key messages, promotes an active, healthy and engaged community, and delivers a liveable city.

3. Regulatory Authority

- Local Government Act 2009, in particular the local government principles which underpin this Act.
- Ipswich City Council Corporate Plan 2012-2017
- Ipswich City Council 2011-2031 Long Term Community Plan (i2031)
- Defamation Act 2005

4. Roles and Responsibilities

Before publishing any content on any of council's channels, either internal or external, the following four questions should be considered, and all four criteria met:

• Is content related to any of council's core objectives, including economic stability, managing growth, civic pride, healthy and active lifestyle, safety, governance and liveability?

If not, content may be deemed inappropriate for dissemination via council channels. All content which is proposed for dissemination via council channels, primarily but not limited to the regular newsletter, is sent to the mayor, the deputy mayor, chief executive officer, and the mayor's key advisor. This collaborative checking process is designed as a safety net to identify content which may cause reputational risk.

The chief executive officer has the final call on content disputes.

Is there any statutory or legal reason why the content should not be published?

All information must be released on council channels in accordance with existing legislation. If content breaches any legislative requirement, council will refrain from publishing.

• Is the matter of public interest?

The <u>Australian Law Reform Commission</u> talks broadly about public interest. Council sees public interest as information which will help our community to become knowledgeable about issues which will help them live their lives in a functional, positive manner.

• Is content in the public domain?

Council publishes on its website all documents which will be discussed at committee meetings, and which will be subject to council adoption or otherwise. Committee papers are published as a measure of transparency and accountability.

At the point documentation is public, council is in a position to explain to its communities the reasons for those reports, the information contained therein, and the circumstances under which those reports will be discussed.

In addition, the collation of information adheres to the following ethical considerations:

- The information we deliver to our community must be accurate.
- Information should be collected and shared in a way which demonstrates equity and fairness to ratepayers, residents, councillors and Ipswich City Council staff.
- Information must avoid undue advantage and be publicly responsible in its media endeavour.
- The information we deliver to our community via council channels must be credible and be void of blatant propaganda, falsehoods or mistruths.
- We must operate with integrity and transparency.
- Any advertising must be labelled as such.
- Opinion must be labelled as such.
- We must be honest and authentic with our community, willing to share publicly-available information.
- We should not be shy of generating discussion about sensitive issues within our community.
- We should aim to promote success within our community, whether it be business, sporting or academic.
- We should aim to promote a healthy, active and engaged community.

The Media and Communications Section has a manager and a team of multi-skilled officers who are tasked to reach and build audiences by producing high-quality content of mainstream news standard.

A. Media and Communications Manager

The manager reports to the Manager Media and Stakeholder Relations, and ensures Council's media representation is handled professionally.

The Media and Communications Manager works closely with the executive team to identify issues which are a priority to the organisation, determines key messaging, and prepares content which is presented in a way that can be understood by a mainstream audience.

They also provide expert advice to Councillors and staff on handling issues which arise in the media.

They will work with stakeholders, inside the organisation and external to the organisation where required, to ensure media messaging is accurate. Statements will properly represent all parties who agree to be part of any announcement and will provide attribution as per the priorities in this procedure.

The Media and Communications Manager will:

- Work closely with the Mayor, delegates of the mayor, and the executive leadership team to identify issues which warrant media attention.
- Respond to inquiries which come directly from the media in a timely manner.
- Adopt a consistent, accurate and accountable policy when responding to the media.
- Form and maintain positive relationships with regional, state-wide and national media.
- Take a proactive approach to media planning, working with the content pool to utilise a key
 events calendar and half-yearly communications plans to think ahead.
- Actively promote Council decisions in a way that people understand.

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

- Meet audience and community expectations to provide information in a way which is deemed by them to be transparent and authentic.
- Ensure fair and accurate representation of Council across all communication.
- Challenge inaccurate reporting in the media and report suspected media leaks/breaches of the Code of Conduct (officer and councillor) to the council's internal auditors.

B. Internal Communications Officer

The Internal Communications Officer is primarily responsible to inform all staff members within council about issues which will impact their working lives. There is a separate Internal Communications Procedure.

C. Content Pool

A content pool consists of a team leader and Digital Content Officers whose core responsibility is to prepare information for all of council's audiences.

This includes all council-generated content, statements, media interaction, photography, video, social media, publicity and internal communications.

Under the direction of the Media and Communications Manager, the content pool is responsible for creating half-yearly communications plans on behalf of public-facing departments or branches. Each plan will contain opportunities to communicate council-related activities, events and issues.

The content pool will aim to complete tasks within the half-yearly communications plans, understanding that there will occasionally be matters of competing priorities, timing, funding, weather or other mitigating circumstances which prevent the opportunity to communicate a project at any given time.

After half-yearly plans are approved by general managers, members of the Media and Communications team will present opportunities for the Mayor, CEO and/or Councillors to comment on matters of public interest. Attribution may appear within the article, but more commonly adjacent to the article in order to ensure commentary is clearly labelled.

Each time a councillor is nominated as the official council spokesperson, it will be logged in order to create transparency and to promote equity of choice to councillors.

The content pool will:

- Research and produce content to meet publication deadlines.
- Identify stories to appear on council-owned channels, including social media.
- Identify appropriate platforms for each piece of content in order to maximise audience
- Manage council-owned databases
- Prepare and send Ipswich First news alerts each Tuesday, Thursday and Saturday
- Prepare half-yearly plans for public-facing departments and branches
- Identify opportunities for the Mayor and appropriate spokespeople to speak about issues on council's behalf
- Establish relationships with community groups, business owners, clubs and other voices within
 the community who might be able and/or willing to share information which meets public
 interest criteria
- Oversee council-owned social media accounts
- · Assist with issues management as required

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Content which was traditionally issued as a media release is now disseminated via Ipswich First. Journalists are encouraged to subscribe to regular news alerts. The content pool will maintain relationships with journalists, writers, bloggers and editors.

It is the responsibility of the Media and Communications Section to keep a database of journalists up to date. When digital content officers identify that an item might be of particular interest to mainstream news organisations, an alert is sent directly to journalists pointing them to information.

On occasions, it will be appropriate to provide information to journalists before it is released on Ipswich First. This will be a decision of the Media and Communications Manager, in consultation with the Mayor and/or Chief Executive Officer.

Social Media

The Media and Communications Section is responsible for social media content on Council-owned accounts. The Marketing Section is responsible for paid and promotional content on Council-owned accounts.

There are some council-owned accounts which are independently managed, including – but not limited to – Ipswich Art Gallery, Ipswich Civic Centre, Sport and Recreation, and pages set up to manage individual events.

Councillors are expected to abide by guidelines as set out by the Office of the Independent Assessor: https://oia.qld.gov.au/office-of-the-independent-assessor/resources-for-councillors/social-media-guidelines-for-

<u>councillors.html?fbclid=IwAR0g7RH2QRfHgXzX5ngGycArvhQf8Of0gNUD_GMyCANQX6P3dPaDSy7wV</u>
<u>54</u>

Requests for the establishment of a new social media account should be made to the Media and Communications Manager for consideration. New accounts must not be established without the Media and Communications Section's approval.

Interaction with commenters: Council takes a view that constructive comment is welcome. There is generally no need to engage with commenters. Officers are not to provide commentary or opinion. Comments may be hidden or users blocked if a comment could potentially defame, embarrass, racially vilify, abuse, harass, offend, is not in line with community standards, and is inaccurate or otherwise at the discretion of the Media and Communications Manager.

Responding to questions: If questions are in direct relation to a council event or activity, council may choose to respond with a factual response. This will only apply to questions which do not require interpretation or clarification. For example, "When does your event start?" can be answered. "Why are you having this event?" would generally not be answered, unless there was a groundswell of community opinion which required council to clarify or explain its position on an issue.

Choosing the right platform: It is the responsibility of the Media and Communications Section to monitor social media trends, and to determine which types of content is best suited to each platform.

In general, social media should be seen as an open, honest and reliable tool for Ipswich City Council, and an effective avenue for the public to provide meaningful, constructive and useful information and opinion.

External Media Engagement

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)
Page 5 of 20

It is the responsibility of the Media and Communications Section to establish a positive and productive relationship with third-party media.

When a report is inaccurate, it is the responsibility of the Media and Communications Section to seek correction.

It is the responsibility of the Media and Communications Section to ensure public information is understood by journalists, broadcasters, and the broader constituency.

Attribution and associated responsibilities

Mayor: The Mayor has a leadership role as council's primary media spokesperson on strategic matters. The Media and Communications Section has a responsibility to be apolitical. In first instance, all strategic matters which require council attribution will be presented to the Mayor, as will opportunities to front the media. The Mayor can choose to delegate attribution to the Deputy Mayor, Councillors, the CEO, General Managers or staff as deemed appropriate.

Deputy Mayor: If the Mayor is unavailable, the Deputy Mayor will assume the responsibilities.

Councillors: Councillors can be quoted on issues under delegation from the Mayor. If councillors speak to the media without such delegation, they are required to declare that they are speaking as an individual councillor, and not necessarily on behalf of council. It is not appropriate for the Media and Communications Section to attribute any statements, in any forum, which reflect the personal or political opinion of councillors on any issue. The Media and Communications Section will not prepare statements which are deemed to be for the personal or political gain of councillors.

Chief Executive Officer: The CEO has a leadership role as council's primary media spokesperson on operational matters. In first instance, all operational matters which require council attribution will be presented to the CEO, as will opportunities to front the media. The CEO can choose to delegate attribution to General Managers, Branch Managers or staff as deemed appropriate.

General Managers: General Managers are responsible for making sure staff in their portfolios are aware of the media policy and ensuring any contact from the media is referred directly and immediately to the Media and Communications Section. They will be required to liaise with media officers to ensure information is accurate, and will respond to media requests in a timely manner.

Branch managers: Branch managers are responsible for making sure staff in their portfolios are aware of the media policy and ensuring any contact from the media is referred directly and immediately to the Media and Communications Section. They will be required to liaise with media officers to ensure information is accurate, and will respond to media requests in a timely manner.

Council officers: Council employees are encouraged to refrain from commenting publicly about council business, policy, activities or councillors. They might however, be called upon to provide professional opinion to aid in the preparation of a media release or statement. There might also be occasions where specific expertise is technical and warrants quotation. Before these quotes are issued publicly, they must be approved by their general manager.

Council employs a vast and diverse range of expertise. This is valuable IP. In some instances, it will be deemed beneficial to the organisation to share this IP to the community. For example, "five tips about how to maintain a perfect lawn" should be attributed to a subject matter expert. Before this information is released publicly, it must be approved by their general manager.

Similarly, information about the local community won't always warrant council comment.

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)
Page 6 of 20

5. Key Stakeholders

- The Mayor and Councillors
- Executive Leadership Team
- Branch Managers
- Staff

6. Education and Training Requirements

All those who are expected or invited to speak to the media on behalf of council will receive media training.

The Mayor, Councillors and members of the Executive Leadership Team will be provided formal training, either from an external provider or a member of the Media and Communications team.

Staff will be provided guidance by a member of the Media and Communications team.

Training will include, but not be limited to:

- Information about the media landscape
- · Being part of a press conference
- Techniques to help stay on message
- What to say, and words to avoid
- · Techniques to help improve appearance on camera
- How to respond in an interview scenario print, digital, television or radio

All Media and Communications staff are required to be trained in media law, privacy law, copyright law and any other legal information which pertains to the collating and publishing of content.

When publishing information, it is important to note that officers are not protected by Shield Laws which are designed to protect journalists.

7. Procedure

The preparation of half-yearly plans

| Step 1.0 | Planning meeting |
|----------|--|
| | Media and Communications Manager or delegated officer will organise appropriate time to discuss with Department, Branch or Section manager or delegated officer items for inclusion in the plan, either January-June or July-December. |
| | This is to be conducted in May or no later than 15 June for the July- December plan, and November or no later than 15 December for the January-June plan. |
| | Discuss issues which might arise – positive or otherwise – which might warrant media coverage. |
| | Proceed to Step 2.0 |
| Step 2.0 | Devise draft action plan |
| | Media and Communications Manager or delegated officer to construct a |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 7 of 20

| | month-by-month action plan, listing relevant events, ideas and opportunities. The time required to action each plan will be documented and referenced against available resources. List the required actions for each party. Include deadline requirements. Include any detail which might be required in order to complete each task. Include the correct contact points to ensure fluent and accurate sharing of information. Proceed to Step 3.0 |
|----------|--|
| Step 3.0 | Action plan approval |
| | Draft action plan to be approved by Media and Communications Manager and relevant General Manager. Alterations made as required and agreed. |
| | Proceed to Step 4.0 |
| Step 4.0 | Add items to the Mayor and CEO's individual plans |
| | A separate plan will be drafted for both the Mayor and CEO. These plans will include opportunities to be identified following the completion of each Department, Branch or Section Communications Plan. The Media and Communications Manager or delegated officer will duplicate relevant items into the half-yearly plans of the Mayor and CEO. For example, if there is an event launch which requires attendance of the Mayor, that event would be duplicated into the Mayor's half-yearly Communications Plan. The Mayor or CEO may choose to delegate items to Councillors, General Managers or staff. |
| | If items are delegated by the Mayor or CEO – Proceed to Step 5.0 If no items are delegated – Proceed to Step 6.0 |
| Step 5.0 | Add items to Councillor plans |
| | A plan will be created for each councillor as required. The Mayor and/or CEO will nominate items which should be added to the Communication Plan for each councillor. |
| | Proceed to Step 6.0 |
| Step 6.0 | Enact plans |
| | The full suite of half-yearly plans will provide the Media and Communications Branch with a "to do" list each month. |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 8 of 20

| | Media and Communications Branch officers to work collaboratively with delegates from each Department, Branch or Section to complete each task. Media and Communications Branch officers to work with the Mayor, CEO or their delegates to ensure opportunities are met and delivered. Proceed to Step 7.0 |
|----------|---|
| Step 7.0 | Review plans Plans are to be reviewed by the relevant Department, Branch or Section each month, and alterations communicated to Media and Communications officers. The Mayor, CEO or delegates will be notified of alterations by Media and Communications officers. During meetings, as outlined in Step 1.0, the progress of active Communications Plans should be discussed, outlining successes or feedback. End of process |

Request content to be completed

| Step 1.0 | Log request |
|----------|---|
| | If anybody sees or knows of something they feel will be of interest to the broader community, they should inform the Media and Communications Section. Send details – including a description of the event or incident, when it happened or is likely to happen, and contact details for more information – to ipswichfirst@ipswich.qld.gov.au. There is no need to duplicate information which has already been included in half-yearly plans. Proceed to Step 2.0 |
| Step 2.0 | Devise draft action plan |
| | An officer from the Media and Communications Section will contact the submitter of the request to discuss potential options. There will be a determination whether the information is appropriate for an article, and whether there needs to be accompanying media such as social media, a press conference, or other platforms. If it is not considered appropriate for a full news story or requires additional types of media presence, Proceed to Step 3.0 If it is deemed appropriate for a full news story, Proceed to Step 4.0. |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 9 of 20

| Step 3.0 | Consider alternative options | |
|----------|--|--|
| | Different platforms lend themselves to certain information. For example, it might be deemed appropriate to promote a business breakfast on LinkedIn. A Media and Communications officer will provide advice to determine the avenues and platforms which best suit the information at hand. The information will be posted to the appropriate channel, or referred to the appropriate alternative branch. | |
| | If an article is still required, Proceed to Step 4.0 If an article is no longer required, End of process | |
| Step 4.0 | Prepare article | |
| | A Media and Communications Section officer will seek information which is required to complete an article. This may require contact details for third parties. The officer will prepare an article they consider to be legal, factually accurate and in the best interest of council and/or the city of Ipswich. A draft will be circulated to subject matter experts and/or stakeholders for fact checking and approval. Proceed to Step 5.0 | |
| | | |
| Step 5.0 | Publish article The article will be published on Ipswich First. If the Media and Communications officer believes the article will be of particular interest to the media, they will send an alert to the media database. | |
| | Proceed to Step 6.0 | |
| Step 6.0 | Monitor posts | |
| | If an article is published, there will likely be comments on social media and other platforms where published. It is the combined responsibility of Media and Communications staff, and the subject matter expert to monitor comments. It is the responsibility of Media and Communications Section staff, when alerted to a sensitive comment, to react according to policy and procedure. This may require hiding the comment, or in extreme cases banning the user. Articles will be monitored by responsible parties up to 24 hours after they are published. | |
| | End of process | |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 10 of 20

Request a Social Media Post

| Step 1.0 | Send request | |
|----------|--|--|
| | Events and other social media posts are to be sent to Ipswichfirst@ipswich.qld.gov.au. | |
| | Include details of the post. If it is an event, include a time, venue, cost and other relevant information. | |
| | Include contact details of the person submitting information. | |
| | Proceed to Step 2.0 | |
| Step 2.0 | Draft post | |
| | A post will be drafted for approval by subject matter experts and/or General Managers. | |
| | Proceed to Step 3.0 | |
| Step 3.0 | Post scheduled | |
| | The post will be scheduled to appear live, in accordance with daily priorities. | |
| | Proceed to Step 4.0 | |
| Step 4.0 | Monitor post | |
| | If an article is published, there will likely be comments. It is the combined responsibility of Media and Communications staff, and the subject matter expert to monitor comments. It is the responsibility of Media and Communications staff, when alerted to a sensitive comment, to react according to policy and procedure. This may require hiding the comment, or in extreme cases banning the user. Articles will be monitored by responsible parties up to 24 hours after they are published. | |
| | End of process | |

Request for Urgent Communication

| Step 1.0 | Notification of issue |
|----------|--|
| | If there is a need for urgent communication – information which is not included in half-yearly plans – the Media and Communications Manager should be notified of the issue. |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 11 of 20

| | Proceed to Step 2.0 |
|----------|---|
| Step 2.0 | Stakeholder engagement General Managers and/or the Chief Executive Officer, and/or the Mayor will be engaged to determine how the issue will be treated, and the best platforms for information dissemination. Stakeholders will determine the priority. Proceed to Step 3.0 |
| Step 3.0 | Action plan approval If the Mayor and/or CEO are satisfied that the issue is urgent, information will be released to owned audiences and the media immediately. Notes will be prepared for the Mayor and/or CEO. If the matter is considered a crisis, a communications plan will be drawn for approval by the Mayor and/or CEO. All information will be approved by the relevant General Manager, the Mayor and/or the CEO. Proceed to Step 4.0 |
| Step 4.0 | Monitor posts If an article is published, there will likely be comments on social media and other platforms where published. It is the combined responsibility of Media and Communications staff, and the subject matter expert to monitor comments. It is the responsibility of Media and Communications staff, when alerted to a sensitive comment, to react according to policy and procedure. This may require hiding the comment, or in extreme cases banning the user. Articles will be monitored by responsible parties up to 24 hours after they are published. Proceed to Step 5.0 |
| Step 5.0 | The Media and Communications Manager, in consultation with the Mayor and CEO, will assess the needs for follow up information and ongoing publicity. End of process |

Submit Story Idea

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 12 of 20

| Step 1.0 | Identify "public interest" items |
|----------|---|
| 337 33 | It is expected that council staff will be the eyes and ears of the organisation within the community. Employees are encouraged to identify information from the community which meets the public interest criteria listed within this procedure. |
| | Proceed to Step 2.0 |
| Step 2.0 | Share item |
| | Email information to <u>ipswichfirst@ipswich.qld.gov.au</u>. Include the detail of your idea, what has happened, who is involved, and importantly, a contact number for someone who might be able to provide a digital content officer with more information. |
| | Proceed to Step 3.0 |
| Step 3.0 | A digital content officer will respond with advice, whether the story idea meets the expectations of our audience, how we might be able to leverage the idea and if completed, where and how the story will be promoted. End of process |
| | Life of process |

Submit an event

| Step 1.0 | Determine event status |
|----------|---|
| | Determine the audience of any event which will be publicised on council owned channels, or presented to external media organisations for consideration. Only events which are open to the public will be publicised. Proceed to Step 2.0 |
| | |
| Step 2.0 | Share item |
| | Email information to <u>ipswichfirst@ipswich.qld.gov.au</u>. Include details of the event, what will happen there, who is involved (the target audience), and importantly, a contact number for someone who might be able to provide a digital content officer with more information. |
| | Proceed to Step 3.0 |
| Step 3.0 | Creation of posts |
| | Event posts will be created in the Ipswich First What's On section, and |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 13 of 20

| | promoted via social media. Events with tourism appeal can be promoted via Discover Ipswich. An "event" can be created in Facebook for events which have mainstream audience appeal. Proceed to Step 4.0 |
|----------|--|
| Step 4.0 | Monitor posts If an event is published, there will potentially be comments. It is the combined responsibility of Media and Communications staff, and the subject matter expert to monitor comments. It is the responsibility of Media and Communications staff, when alerted to a sensitive comment, to react according to policy and procedure. This may require hiding the comment, or in extreme cases banning the user. Articles will be monitored by responsible parties up to 24 hours after they are published. End of process |

Submit an advertisement to Ipswich First

| Determine availability |
|---|
| An Outlook Calendar, titled Ipswich First, displays all advertising bookings. Open calendar to see available dates and space. Advertising will only be accepted for council-owned business. Advertising is available in four key position types – News Alert Banner 1 (the highest positioned banner ad within direct mailed news alerts, distributed Tuesday, Thursday and Saturday); News Alert Banner 2 (the downpage positioned banner ad within the direct mailed news alerts, distributed Tuesday, Thursday and Saturday); Homepage banner (located next to the masthead on Ipswich First website); Multiple M-rec positions (up to 5 available positions at the righthand column of the Ipswich First website). |
| If a desired position is available, Proceed to Step 3.0 |
| Log priority case |
| There may be instances when low priority issues occupy pre-bookings for advertising space. |
| Notify the Media and Communications Manager, who will determine – in consultation with the Mayor and/or CEO and/or General Managers – the priorities of the organisation. |
| |

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 14 of 20

| | Stakeholders will be notified of the outcome. Other options may be sought. If the desired advertising is not deemed a priority, and no options are available, End of process. If the desired advertising is deemed a priority, Proceed to Step 3.0 If alternative advertising space is available, Proceed to Step 3.0 |
|----------|--|
| Step 3.0 | Send a brief description of the desired advertising, inclusive of desired dates to appear, to ipswichfirst@ipswich.qld.gov.au . A Media and Communications Officer will book dates to appear in the calendar on your behalf. Proceed to Step 4.0 |
| Step 4.0 | It is the responsibility of the stakeholder booking the advertisement to organise artwork. Banner advertisements are 728 pixels x 90 pixels; m-rec advertisements are 300 pixels x 250 pixels, and should be supplied in jpg format at 300dpi resolution. This can be done as a Marketing Request. This can be commissioned externally or created in-house, but should meet standards as set by the Marketing Procedure. Artwork will be sent to ipswichfirst@ipswich.qld.gov.au and be accompanied by a link (the destination). |
| Step 5.0 | Publish advertising A Media and Communications Officer will publish advertising on behalf of the stakeholder. NB: Unless an ad tracking link is provided, the Media and Communications Section is not yet in a position to monitor advertising performance, or associated analytics. The Media and Communications Section will however provide an advertising equivalent rate which can be included in post-campaign reporting. End of process |

8. Monitoring and review

This procedure will be reviewed every 12 months by the Media and Communications Manager.

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 15 of 20

There will be a number of measures monitored to help gauge the success of the current Media and Communications strategy:

- Readership numbers on council-generated content.
- Sentiment evaluation via iSentia
- Monthly evaluation of Google Analytics to monitor Ipswich First and Ipswich City Council websites
- Monitoring social media audience metrics, particularly Facebook
- · Evaluating service delivery response in alignment with delivery of half-yearly plans

9. Monitoring and review

This procedure will be reviewed every 12 months by the Media and Communications Manager.

There will be a number of measures monitored to help gauge the success of the current Media and Communications strategy:

- Readership numbers on council-generated content.
- Sentiment evaluation via iSentia
- Monthly evaluation of Google Analytics to monitor Ipswich First and Ipswich City Council websites
- · Monitoring social media audience metrics, particularly Facebook
- Evaluating service delivery response in alignment with delivery of half-yearly plans

10. Related documents

Media Policy

Internal Communications Procedure

Councillor Social Media Guidelines: https://oia.qld.gov.au/office-of-the-independent-assessor/resources-for-councillors/social-media-guidelines-for-councillors.html?fbclid=lwAR0g7RH2QRfHgXzX5ngGycArvhQf8Of0gNUD_GMyCANQX6P3dPaDSy7wV54

11. Definitions

Half-yearly plans

Communications plans will be created for each Department from January-June and July-December each year. Departments will be required to include:

- Items of community interest which require commentary or explanation
- Items of community interest which require photography
- Items of community interest which require video
- Items of community interest which require a member of council to publicly respond to the media in the form of a press conference or stand-up
- Items of community interest which require a member of council to public respond in the form of a one-on-one interview, including the possibility of print, radio or television
- · Event openings and launches
- Presentations on behalf of council, such as "keys to the city"

Items will be prioritised in terms of likely media exposure, or audience reach. Items of broad interest will be presented to the content pool for possible inclusion in newsletters.

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

It is understood that the half-yearly plan is a guide. The plan does however, include issues – positive or otherwise – which might not warrant proactive media attention, yet which might require reactive media strategy.

Sensitive issues

General managers will advise the Media and Communications Manager at weekly ELT meetings of any potentially sensitive media issues as soon as they become apparent. These are issues which may cause reputational damage to the organisation.

Upon determining sensitive issues, the Media and Communications Manager or nominee will consult immediately with the Mayor, Deputy Mayor, Councillors, Chief Executive Officer, General Managers or Executive Officers as determined by the Mayor and/or CEO, or in their absence their deputies.

Media Release

Media releases are becoming an outdated form of communicating with the media. Traditionally sent as a statement to all media outlets, they are becoming engulfed in an abundance of email and often receive a cursory glance from editors.

There are however, circumstances where written statements are valuable – for media calls/conferences, for official media statements such as an emergency or crisis scenario, or to provide the media with photo/vision opportunities.

Article

A more effective way in modern media is to write stories/articles in a way you feel your audience will be willing to consume. This is something we traditionally might have expected a news organisation to do.

Presenting stories in a consumable fashion provides two key advantages:

- 1. We can distribute them to owned audiences.
- 2. They are more likely to be shared to a broader audience by media outlets and social media.

Explainer

This is an article which presents the facts on a particular issue. It is designed specifically to educate an audience. It does not present bias. For example, it might explain how waste is disposed, or how development applications are processed.

Video

It is great to tell stories in visual format. However, the editing component of video is highly resource-intense. The use of video as a storytelling mechanism should be restricted to content which will reach a broad audience.

Podcast

Podcasting is seeing a resurgence. If a particular topic lends itself to this medium, council is willing to explore ideas.

Live streaming

Live content seems to be declining in popularity, unless it is a "breaking" issue – ie, something happening right now. An example when Council could consider live streaming an event might be during a news conference with the mayor.

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

Page 17 of 20

Ipswich First

Ipswich First is a council-owned website. Content produced under the Ipswich First brand is disseminated via a variety of methods, including but not limited to:

- News alerts sent to an opt-in database three times a week. Each news alert usually contains a minimum of five articles of community interest. There will be times when a solitary story is sent to the database, for example in times of a natural disaster or extreme weather alert.
- A website, <u>www.ipswichfirst.com.au</u>.
- Social media, including but not limited to Facebook, Twitter, LinkedIn, Youtube and Instagram.

All content produced by the content pool is open source, unless otherwise stated. This means any news organisation is able to duplicate – royalty-free and credit-free – content into their own product, whether that be print, digital or otherwise.

The mission of Ipswich First is to develop community pride, provide a platform for discussion, encourage inclusion, and report matters of economic, population or urban growth.

Content produced under the Ipswich First brand is to meet one or more of the following public interest criteria:

- (i) To create awareness of decisions made by council;
- (ii) To promote council services or activities;
- (iii) To create community discussion about issues impacting the city of Ipswich;
- (iv) To gather feedback from the community about issues which are important to growth of the city;
- To promote activity within the Ipswich area which advocates economic, sporting or academic success;
- (vi) To promote activity which leads to or encourages a healthy, active and engaged community;
- (vii) Include events in an extensive "What's On" calendar.

Ipswich First is the council's primary avenue to communicate detailed information to the Ipswich constituency.

Council should be careful to declare any perceived conflict of interest. For example, if a developer approaches council to work with them on an article – perhaps following a purchase, on a project launch, prior to lodging an application or prior to commencing construction, council must include a disclaimer if works or planned works are pending any sort of approval.

Discover Ipswich

This is the City of Ipswich tourism "industry cluster market development" brand to support the objectives of the city's destination plan in growing the visitor economy and employment.

Content is produced for an annual magazine, and an "always on" website. The brand also has social media channels.

Content produced under the Discover Ipswich brand is to meet one or more of the following public interest criteria:

- (i) To increase visitation to the City of Ipswich;
- (ii) To promote the products and/or services of ITON members;
- (iii) To promote council services or activities related to the visitor economy;
- (iv) To promote city events and/or activities related to the visitor economy;

IPSWICH CITY COUNCIL | Name of Procedure (Procedure)

- (v) Create community discussion about issues promoting visitation to the city of Ipswich;
- (vi) To gather feedback from the community about issues which are important to growth of the city related to the visitor economy and employment in the city;
- (vii) To promote activity at a national or SEQ region level which advocates economic, sporting or academic success in relation to the visitor economy;
- (viii) To promote activity which leads to or encourages a healthy, active and engaged community in relation to the visitor economy;
- (ix) Include events in an extensive "What's On" calendar.

Quarterly magazine

Each quarter, a printed seasonal magazine is sent to households of Ipswich.

The magazine is designed to inform residents about council-owned and managed events and activities which are planned in the city over a three-month period.

In a streamlined approach to content, magazines also publish stories previously published via Ipswich First which are deemed of interest to the broader community.

The magazine is managed by the Marketing Branch.

Owned media

Council manages multiple audiences. These audiences are curated via databases, social media channels or memberships. Council is able to send messaging relevant to each of these audiences, which means they are valuable to the reputation of the organisation.

Advertising

There is a range of advertising inventory which has been created on Ipswich First assets, including banner and m-rec positions on news alerts, and on the website. These are available for use by council-owned interests, facilities, events, sponsorship arrangements or community engagement.

Similarly, advertising space for council messaging is available in quarterly magazines. This is the responsibility of the Marketing Section.

Advertising inventory is not available, or for sale, to external businesses. Neither is it available for personal interests or potential personal gain of staff or councillors.

Discover Ipswich does however, offer advertising to ITON members to subsidise the cost of producing the magazine.

ITON members are given space to advertise their business activities on the Discover Ipswich website.

12. Process Model

Steps in the process model should be numbered to align with the steps in the procedure.

(Delete this section if a process model is not required)

Doc ID No: A5915112

ITEM: 8

SUBJECT: LOCAL LAW MAKING PROCESS POLICY

AUTHOR: MANAGER PERFORMANCE

DATE: 21 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning the presentation of Council's Local Law Making Process Policy in the new policy template for adoption. There is no change to the policy or its intent – only readjustment to fit the new template. It identifies the new policy owner and author, Corporate Services, as a result of the recent organisational restructure. It has also been identified that a superseded policy relating to making and reviewing local laws needs to be repealed. This report is part of the deliverable for Business Transformation Project 9 (Policies, Procedures and Local Laws).

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled "Local Law Making Process Policy" as detailed in Attachment 1, be repealed.
- B. That the policy titled "Making and Reviewing Local Laws and Subordinate Local Laws" as detailed in Attachment 2, be repealed.
- C. That the policy titled "Local Law Making Process Policy as detailed in Attachment 3, be adopted.

RELATED PARTIES

There was no declaration of conflicts of interest.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

Under Section 29(1) of the *Local Government Act 2009* it states that a local government may decide its own process for making a local law. Councils should have this defined in a policy so that the community as well as staff understand the process for reviewing and making laws.

The current policy, "Local Law Making Process Policy "(Attachment 1), was only adopted by Council on 27 March 2018. The current policy reflects the same process followed by various local governments throughout Queensland for example Gold Coast City Council and Lockyer Valley Regional Council. The current policy has been added to the new template without change in intent or scope and can be seen in its new format in Attachment 3.

In reviewing the current policy it has also been identified that there is another policy in existence ("Making and Reviewing Local Laws and Subordinate Local Laws Policy"

Attachment 2) that should have been repealed previously as it was superseded by the "Local Law Making Process Policy" adopted on 27 March 2018. This document is outdated and includes references to some documents that don't exist anymore (eg Local Law Manual). It is recommended that the "Making and Reviewing Local Laws and Subordinate Local Laws Policy" be repealed.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Act 2009

RISK MANAGEMENT IMPLICATIONS

Not adopting the recommendations of this report could create confusion as to which policy should be referred to when making local laws.

FINANCIAL/RESOURCE IMPLICATIONS

There are no direct financial implications as a result of this policy. Direct financial implications may occur when laws are changed and enforcement/service obligations are added/removed/altered.

COMMUNITY AND OTHER CONSULTATION

Consultation was undertaken when the policy was originally drafted in March 2018. TP9 and Corporate Services have been consulted in progression of this report. The Executive Leadership Team endorsed the recommendations of this report at their meeting on 21 November 2019.

CONCLUSION

This is a report concerning the presentation of Council's Local Law Making Process Policy in the new policy template for adoption. It has also been identified that a superseded policy relating to making and reviewing local laws needs to be repealed. This report is part of the deliverable for Business Transformation Project 9 (Policies, Procedures and Local Laws).

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- 1. Local Law Making Process Policy OLD FORMAT # Table 1
- 2. Making and Reviewing Local Laws and Subordinate Local Laws Policy U
- 3. Local Law Making Process Policy NEW FORMAT # 2

Barbara Dart

MANAGER PERFORMANCE

I concur with the recommendations contained in this report.

Sean Madigan

GENERAL MANAGER - COORDINATION AND PERFORMANCE

"Together, we proudly enhance the quality of life for our community"



LOCAL LAW MAKING PROCESS POLICY

DOCUMENT NO: A4745742

1.1 Objectives: The objective of this policy is to define the process for making a local law.

1.2 Regulatory Authority:

- Local Government Act 2009
- Legislative Standards Act 2002

1.3 Policy Statement:

For the purposes of Section 29(1) of the *Local Government Act 2009*, the local government resolves to adopt a process for making each local law of Council as detailed below.

1.4 Scope:

This policy:

- (a) applies to the making of—
 - (i) each local law that incorporates a model local law; and
 - (ii) each local law that is a subordinate local law; and
 - (iii) each other local law; and
 - (iv) an interim local law.

1.5 Policy Details:

MAKING A LOCAL LAW THAT INCORPORATES A MODEL LOCAL LAW

The process (model local law making process) stated in this resolution must be used to make a local law that incorporates a model local law into the local laws of the local government.

- Step 1 By resolution, propose to incorporate the model local law.
- Step 2 If the model local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anti-competitive provisions.
- Step 3 If there is an existing local law about a matter in the model local law that

Page 1 of 9

would be inconsistent with the matter in the model local law—

- a. amend or repeal the existing local law so that there is no inconsistency.
- Step 4 By resolution, incorporate the model local law.
- Step 5 Let the public know that the local law has been made, by publishing a
 notice of the making of the local law in accordance with the requirements of
 section 29B(1) to (4) inclusive of the Local Government Act 2009.
- Step 6 As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website.
- Step 7 Within 14 days after the notice is published in the gazette, give the Minister
 - a. a copy of the notice; and
 - b. a copy of the local law in electronic form; and
 - c. if the local law contains 1 or more anti-competitive provisions—
 - advice of each anti-competitive provision; and
 - the reasons for their inclusion.
- Step 8 Update the register of local laws.

MAKING A LOCAL LAW ("OTHER LOCAL LAW MAKING PROCESS")

The process (other local law making process) stated in this resolution must be used to make a local law (a proposed local law) other than—

- (a) a local law that incorporates a model local law; or
- (b) an interim local law; or
- (c) a subordinate local law.
- Step 1 By resolution, Council proposes to make the proposed local law.
- Step 2 Consult with relevant government entities about the overall State interest in the proposed local law.
- Step 3 Consult with the public about the proposed local law for at least 21 days (the consultation period) by—
 - a. publishing a notice (a consultation notice) about the proposed local law at least once in a newspaper circulating generally in the local government's area; and

- displaying the consultation notice in a conspicuous place at the local government's public office from the first day of the consultation period until the end of the last day of the consultation period; and
- c. making a copy of the proposed local law available for inspection at the local government's public office during the consultation period; and
- d. making a copy of the proposed local law available on Council's website; and making copies of the proposed local law available for purchase at the local government's public office during the consultation period.
- The consultation notice must state the following
 - a. the name of the proposed local law; and
 - b. the purpose and general effect of the proposed local law; and
 - c. the length of the consultation period and the first and last days of
 - d. the period; and
 - e. that written submissions by any person supporting or objecting to the proposed local law may be made and given to the local government on or before the last day of the consultation period stating—
 - the grounds of the submission; and
 - the facts and circumstances relied on in support of the grounds.
- If the local government decides, by resolution, that the proposed local law only amends an existing local law to make a minor change, the local government may proceed to step 6 without satisfying step 3 or step 5.
- Step 4 If the proposed local law contains an anti-competitive provision, comply
 with the procedures prescribed under a regulation for the review of anticompetitive provisions. For avoidance of doubt, step 3, and this step 4, may be
 undertaken contemporaneously.
- Step 5 Accept and consider every submission properly made to the local government. A submission is properly made to the local government if it
 - a. is the written submission of any person about the proposed local law; and
 - b. states
 - the grounds of the submission; and
 - the facts and circumstances relied on in support of the grounds; and
 - c. is given to the local government on or before the last day of the

Page 3 of 9

consultation period.

- Step 6 By resolution, decide whether to
 - a. proceed with the making of the proposed local law as advertised; or
 - b. proceed with the making of the proposed local law with amendments; or
 - c. make the proposed local law as advertised; or
 - d. make the proposed local law with amendments; or
 - e. not proceed with the making of the proposed local law.
- If the local government resolves to proceed with the making of the proposed local law with amendments, and the amendments are substantial, the local government may again —
- consult with the public at step 3; and
- accept and consider every submission properly made to the local government at step 5.
- For the avoidance of doubt, if an amendment changes an anticompetitive provision, the local government must again comply with the procedures prescribed under a regulation for the review of anticompetitive provisions for the amended anti-competitive provision.
- Step 7 Let the public know that the local law has been made, by publishing a notice of the making of the local law in accordance with the requirements of section 29B(1) to (4) inclusive of the *Local Government Act 2009*.
- Step 8 As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website.
- Step 9 Within 14 days after the notice is published in the gazette, give the Minister
 - a. a copy of the notice; and
 - b. a copy of the local law in electronic form; and
 - c. if the local law contains 1 or more anti-competitive provisions—
 - advice of each anti-competitive provision; and
 - the reasons for their inclusion.
- Step 10— Update the local government's register of its local laws.

MAKING AN INTERIM LOCAL LAW

The process (interim local law making process) stated in this resolution must be used to make an interim local law (which is a local law that will only have effect for 6 months or less).

- Step 1 By resolution, Council proposes to make the proposed interim local law and its expiry date.
- Step 2 Consult with relevant government entities about the overall State interest in the proposed local law.
- Step 3 If the proposed interim local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anti-competitive provisions. For avoidance of doubt, step 2, and this step 3, may be undertaken contemporaneously.
- Step 4 By resolution, decide whether to
 - a. make the proposed interim local law with or without amendments; or
 - b. not proceed with the making of the proposed interim local law.
- Step 5 Let the public know that the local law has been made, by publishing a
 notice of the making of the local law in accordance with the requirements of
 section 29B(1) to (4) inclusive of the Local Government Act 2009.
- Step 6 As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website.
- Step 7 Within 14 days after the notice is published in the gazette, give the Minister
 - a. a copy of the notice; and
 - b. a copy of the local law in electronic form; and
 - c. if the local law contains 1 or more anti-competitive provisions—
 - advice of each anti-competitive provision; and
 - the reasons for their inclusion.
- Step 8 Update the local government's register of its local laws.

MAKING A SUBORDINATE LOCAL LAW

A subordinate local law must be made using the following process. The local government

Page 5 of 9

may start the process for making a subordinate local law even though the process for making the local law (including a model local law) on which the subordinate local law is to be based (the proposed authorising law) has not finished.

The local government may undertake steps 1 to 4 of the subordinate local law making process before the proposed authorising law is made if—

- a. in making the proposed authorising law, the local government has to satisfy—
 - the model local law making process; or
 - the other local law making process; and
- b. if the proposed authorising law is made under the other local law making process—

The notice about the subordinate local law under step 2 of the subordinate local law making process is published no earlier than the notice about the proposed authorising law under step 3 of the other local law making process is published.

For the avoidance of doubt, a subordinate local law made by the local government using the process detailed in this resolution may provide for the local government to, from time to time, by resolution, reference or incorporate information.

For example, under the Local Government Regulation 2012—

- the identification guidelines for the identification of anti-competitive provisions are a document made by the department and available for inspection on the department's website; and
- the public interest test procedures are a document made by the department and available for inspection on the department's website.
- Step 1 Council, by resolution, proposes to make the proposed subordinate local law
- Step 2 Public consultation is undertaken about the proposed subordinate local law for at

least 21 days (the consultation period) by—

- a. publishing a notice (also a consultation notice) about the proposed subordinate local law at least once in a newspaper circulating generally in the Ipswich local government area; and
- b. displaying the consultation notice in a conspicuous place in the local government's public office for the consultation period; and
- making a copy of the proposed subordinate local law available for inspection at the local government's public office during the consultation period; and
- d. making a copy of the proposed local law available on Council's website; and

Page 6 of 9

- e. making copies of the proposed subordinate local law available for purchase at the local government's public office during the consultation period.
- The consultation notice must state the following
 - a. the name of the proposed subordinate local law; and
 - b. the name of -
 - the local law allowing the proposed subordinate local law to be made; or
 - if the local government has started the process for making a subordinate local law even though the process for making the proposed authorising law on which the subordinate local law is to be based has not finished — the proposed authorising law; and
 - c. the purpose and general effect of the proposed subordinate local law; and
 - d. the length of the consultation period and the first and last days of the period; and
 - e. that written submissions by any person supporting or objecting to the proposed subordinate local law may be made and given to the local government on or before the last day of the consultation period stating—
 - the grounds of the submission; and
 - the facts and circumstances relied on in support of the grounds.
- If the local government decides, by resolution, that the proposed subordinate local law only amends an existing subordinate local law to make a minor change, and the amendment does not affect an anti-competitive provision, the local government may proceed to step 5 without satisfying any of step 2 to step 4 inclusive.
- Step 3 If the proposed subordinate local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anti-competitive provisions. For avoidance of doubt, step 2, and this step 3, may be undertaken contemporaneously.
- Step 4 Accept and consider every submission properly made to the local government. A submission is properly made to the local government if it
 - a. is the written submission of any person about the proposed subordinate local law; and
 - b. states—

- the grounds of the submission; and
- the facts and circumstances relied on in support of the grounds; and
- c. is given to the local government on or before the last day of the consultation period.
- Step 5 By resolution, decide whether to
 - a. proceed with the making of the proposed subordinate local law as advertised; or
 - b. proceed with the making of the proposed subordinate local law with amendments; or
 - c. make the proposed subordinate local law as advertised; or
 - d. make the proposed subordinate local law with amendments; or
 - e. not proceed with the making of the proposed subordinate local law.
- If the local government resolves to proceed with the making of the proposed subordinate local law with amendments, and the amendments are substantial, the local government may again
 - a. consult with the public at step 2; and
 - b. accept and consider every submission properly made to the local government at step 4.
- For the avoidance of doubt, if an amendment changes an anticompetitive provision, the local government must again comply with the procedures prescribed under a regulation for the review of anticompetitive provisions for the amended anti-competitive provision.
- Step 6 Let the public know that the subordinate local law has been made, by publishing a notice of the making of the subordinate local law in accordance with the requirements of section 29B(1) to (4) inclusive of the Local Government Act 2009.
- Step 7 As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website.
- Step 8 Within 14 days after the notice is published in the gazette, give the Minister—

- a. a copy of the notice; and
- b. a copy of the subordinate local law in electronic form; and
- c. if the subordinate local law contains 1 or more anti-competitive provisions—
 - advice of each anti-competitive provision; and
 - the reasons for their inclusion.
- Step 9 Update the local government's register of its local laws.

1.6 Definitions

Local Law has the same meaning as defined in Section 26 of the *Local Government Act* 2009.

Subordinate Local Law has the same meaning as defined in Section 26 of the *Local Government Act 2009*.

Model Local Law has the same meaning as defined in Section 26 of the *Local Government* Act 2009.

Other Local Law Making Process_means any other type of local law making process, with the exception of the following local law making processes: (a) a local law that incorporates a model local law; (b) an interim local law; (c) a subordinate local law.

Interim Local Law has the same meaning as defined in Section 26 of the *Local Government Act 2009*.

Minor change means an amendment that will not change the policy intent and includes changes to the name of an Act or a spelling/grammatical error.

1.7 Policy Author: Chief Operating Officer - Health, Security and Regulatory Services Department

Date of Council Resolution: 27 March 2018

Committee Reference and Date: Policy and Administration Advisory Committee No.

2018(02) of 13 March 2018

No. of Resolution: 4

Date to be Reviewed: 27 March 2020



MAKING AND REVIEWING LOCAL LAWS AND SUBORDINATE LOCAL LAWS POLICY

DOCUMENT NO: A4038729

1.1 Objectives: The objective of this policy is to demonstrate Council's commitment to ensuring its local laws and subordinate local laws are created to the highest standard and are thorough maintained.

1.2 Regulatory Authority:

Local Government Act 2009 Local Government Regulation 2012 Legislative Standards Act 1992

Department of Local Government and Planning - Local Law Manual – 'A law makers guide to the development and adoption of local laws and subordinate local laws' - Edition 3, April 2003

Department of Infrastructure, Local Government and Planning's 'National Competition Policy – Guidelines for conducting reviews on anti-competitive provisions in local laws' - Version 1, July 2013

Office of the Queensland Parliamentary Counsel – 'Guidelines for Drafting Local Laws' – 4 April 2016

Ipswich City Council Local Laws Manual - 5 June 2004

Making and Reviewing Local Laws and Subordinate Local Laws Procedure

1.3 Policy Scope:

This policy applies to all of Council and in particular to the following stakeholders within Council:

- All Departments that are primarily responsible for a Local Law and Subordinate Local Law as stipulated on Council's intranet and internet sites;
- All employees who deal with Local Laws and Subordinate Local Laws in the course of their duties; and
- All Employees who receive feedback from members of the public about the operation of Local Laws and Subordinate Local Laws.

These stakeholders must act in accordance with the responsibilities imposed by any relevant procedure.

1.4 Policy:

Council will create and maintain its Local Laws and Subordinate Local Laws by:

- creating and drafting Local Laws and Subordinate Local Laws in accordance with the Local Government Act 2009, the Local Government Regulation 2012, and current drafting standards; and
- conducting regular reviews of Local Laws and Subordinate Local Laws.

This policy is to be read in conjunction with any relevant procedure created to support and achieve this commitment.

1.5 Policy Author: The Corporate Services Branch is responsible for the administration and maintenance of this policy.

Date of Review: 8 March 2017

Date of Council Resolution: 16 August 2006

Committee Reference and Date: City Management and Finance Committee No. 2006(08)

- 8 August 2006

No. of Resolution: 43.06

Date to be Reviewed: 8 March 2019



| Version Control and Objective ID | Version No: | Objective ID: | |
|----------------------------------|-------------|---------------|--|
| Approved by Council on | | | |
| Date of Review | | | |

1. Statement

Council commits to making local laws that align with State Government legislation, are relevant and contemporary, and provide the community with transparency on how local laws are reviewed and made.

2. Purpose and Principles

Section 29(1) of the *Local Government Act 2009*, states that a local government may decide it's own process for making a local law. The purpose of this policy is to define the process publically for making a local law. The Local Government Principles from the *Local Government Act 2009* are applied.

- a) transparent and effective processes, and decision-making in the public interest; and
- b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
- c) democratic representation, social inclusion and meaningful community engagement; and
- d) good governance of, and by, local government; and
- e) ethical and legal behaviour of councillors and local government employees.

There are four types of local laws that a Local Government can make—

a local law that incorporates a model local law; and
an "other" local law; and
an interim local law; and
a local law that is a subordinate local law.

The process for each type of law is below.

MAKING A LOCAL LAW THAT INCORPORATES A MODEL LOCAL LAW

be inconsistent with the matter in the model local law-

The process (model local law making process) stated in this policy must be used to make a local law that incorporates a model local law into the local laws of the local government.

| Step 1 - By resolution, propose to incorporate the model local law. |
|--|
| Step 2 - If the model local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anti-competitive provisions. |
| Step 3 - If there is an existing local law about a matter in the model local law that would |

Page 1 of 10

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

| | amend or repeal the existing local law so that there is no inconsistency. | | |
|-----|---|--|--|
| | Step 4 - By resolution, incorporate the model local law. | | |
| | Step 5 - Let the public know that the local law has been made, by publishing a notice of the making of the local law in accordance with the requirements of section 29B(1) to (4 inclusive of the <i>Local Government Act 2009</i> . | | |
| | Step 6 - As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website. | | |
| | Step 7 - Within 14 days after the notice is published in the gazette, give the Minister— | | |
| | o a copy of the notice; and | | |
| | o a copy of the local law in electronic form; and | | |
| | \circ if the local law contains 1 or more anti-competitive provisions— | | |
| | advice of each anti-competitive provision; and | | |
| | the reasons for their inclusion. | | |
| | Step 8 - Update the register of local laws. | | |
| MAI | KING A LOCAL LAW ("OTHER LOCAL LAW MAKING PROCESS") | | |
| Γhe | process (other local law making process) stated in this policy must be used to | | |
| mak | ke a local law (a proposed local law) other than— | | |
| (a) | a local law that incorporates a model local law; or | | |
| (b) | an interim local law; or | | |
| (c) | a subordinate local law. | | |
| | Step 1 - By resolution, Council proposes to make the proposed local law. | | |
| | Step 2 - Consult with relevant government entities about the overall State interest in the proposed local law. | | |
| | ${\bf Step3}-{\bf Consult}$ with the public about the proposed local law for at least 21 days (the consultation period) by— | | |
| | publishing a notice (a consultation notice) about the proposed local law at least once in a newspaper circulating generally in the local government's area; and | | |
| | displaying the consultation notice in a conspicuous place at the local government's public office from the first day of the consultation period until the end of the last day of the consultation period; and | | |

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

| 0 | making a copy of the proposed local law available for inspection at the local government's public office during the consultation period; and | |
|---|--|--|
| 0 | making a copy of the proposed local law available on Council's website; and | |
| | aking copies of the proposed local law available for purchase at the local vernment's public office during the consultation period. | |
| ☐ The consultation notice must state the following— | | |
| 0 | the name of the proposed local law; and | |
| 0 | the purpose and general effect of the proposed local law; and | |
| 0 | the length of the consultation period and the first and last days of | |
| 0 | the period; and | |
| 0 | that written submissions by any person supporting or objecting to the proposed local law may be made and given to the local government on or before the last day of the consultation period stating— | |
| | ☐ the grounds of the submission; and | |
| | the facts and circumstances relied on in support of the grounds. | |
| an exi | local government decides, by resolution, that the proposed local law only amends sting local law to make a minor change, the local government may proceed to step out satisfying step 3 or step 5. | |
| Step 4 — If the proposed local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anti-competitive provisions. For avoidance of doubt, step 3, and this step 4, may be undertaken contemporaneously. | | |
| | 5 — Accept and consider every submission properly made to the local government. mission is properly made to the local government if it — | |
| 0 | is the written submission of any person about the proposed local law; and | |
| 0 | states— | |
| | the grounds of the submission; and | |
| | 1 the facts and circumstances relied on in support of the grounds; and | |
| 0 | is given to the local government on or before the last day of the consultation period. | |
| Step 6 | i - By resolution, decide whether to— | |
| | | |

Page 3 of 10

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

 $\circ\quad$ proceed with the making of the proposed local law as advertised; or

| o proceed with the making of the proposed local law with amendments; or | | |
|--|--|--|
| o make the proposed local law as advertised; or | | |
| o make the proposed local law with amendments; or | | |
| o not proceed with the making of the proposed local law. | | |
| If the local government resolves to proceed with the making of the proposed local law with amendments, and the amendments are substantial, the local government may again $-$ | | |
| consult with the public at step 3; and | | |
| accept and consider every submission properly made to the local government at step 5. | | |
| For the avoidance of doubt, if an amendment changes an anticompetitive provision, the local government must again comply with the procedures prescribed under a regulation for the review of anticompetitive provisions for the amended anti-competitive provision | | |
| Step 7 — Let the public know that the local law has been made, by publishing a notice of the making of the local law in accordance with the requirements of section 29B(1) to (4) inclusive of the <i>Local Government Act 2009</i> . | | |
| Step 8 — As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website. | | |
| Step 9 - Within 14 days after the notice is published in the gazette, give the Minister - | | |
| o a copy of the notice; and | | |
| o a copy of the local law in electronic form; and | | |
| o if the local law contains 1 or more anti-competitive provisions— | | |
| advice of each anti-competitive provision; and | | |
| ☐ the reasons for their inclusion. | | |
| Step 10 — Update the local government's register of its local laws. | | |

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

MAKING AN INTERIM LOCAL LAW The process (interim local law making process) stated in this policy must be used to

make an interim local law (which is a local law that will only have effect for 6 months or less). \square Step 1 — By resolution, Council proposes to make the proposed interim local law and its expiry date. Step 2 — Consult with relevant government entities about the overall State interest in the proposed local law. ☐ Step 3 — If the proposed interim local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anticompetitive provisions. For avoidance of doubt, step 2, and this step 3, may be undertaken contemporaneously. Step 4 - By resolution, decide whether to— make the proposed interim local law with or without amendments; or o not proceed with the making of the proposed interim local law. Step 5 — Let the public know that the local law has been made, by publishing a notice of the making of the local law in accordance with the requirements of section 29B(1) to (4) inclusive of the Local Government Act 2009. **Step 6** — As soon as practicable after the notice is published in the gazette, ensure that a copy of the local law may be inspected and purchased at Council's Customer Service Centre's and available on Council's website. \square **Step 7** — Within 14 days after the notice is published in the gazette, give the Minister o a copy of the notice; and a copy of the local law in electronic form; and if the local law contains 1 or more anti-competitive provisions advice of each anti-competitive provision; and the reasons for their inclusion. ☐ **Step 8** — Update the local government's register of its local laws.

MAKING A SUBORDINATE LOCAL LAW

A subordinate local law must be made using the following process. The local government may start the process for making a subordinate local law even though the process for making the local law (including a model local law) on which the subordinate local law is to be based (the proposed authorising law) has not finished.

Page 5 of 10

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

The local government may undertake steps 1 to 4 of the subordinate local law making process before the proposed authorising law is made if—

- o in making the proposed authorising law, the local government has to satisfy
 - the model local law making process; or
 - the other local law making process; and
- if the proposed authorising law is made under the other local law making process—

The notice about the subordinate local law under step 2 of the subordinate local law making process is published no earlier than the notice about the proposed authorising law under step 3 of the other local law making process is published.

For the avoidance of doubt, a subordinate local law made by the local government using the process detailed in this resolution may provide for the local government to, from time to time, by resolution, reference or incorporate information.

For example, under the Local Government Regulation 2012—

the identification guidelines for the identification of anti-competitive provisions are a document made by the department and available for inspection on the department's website; and
 the public interest test procedures are a document made by the department and available for inspection on the department's website.
 Step 1 — Council, by resolution, proposes to make the proposed subordinate local law.
 Step 2 — Public consultation is undertaken about the proposed subordinate local law for at

least 21 days (the consultation period) by—

- publishing a notice (also a consultation notice) about the proposed subordinate local law at least once in a newspaper circulating generally in the Ipswich local government area; and
- displaying the consultation notice in a conspicuous place in the local government's public office for the consultation period; and
- making a copy of the proposed subordinate local law available for inspection at the local government's public office during the consultation period; and
- o making a copy of the proposed local law available on Council's website; and
- making copies of the proposed subordinate local law available for purchase at the local government's public office during the consultation period.

 $\ \square$ The consultation notice must state the following—

- o the name of the proposed subordinate local law; and
- o the name of -

Page 6 of 10

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

| | | the local law allowing the proposed subordinate local law to be made; or |
|---|---|---|
| | | if the local government has started the process for making a subordinate local law even though the process for making the proposed authorising law on which the subordinate local law is to be based has not finished — the proposed authorising law; and |
| C | Э | he purpose and general effect of the proposed subordinate local law; and |
| (| Э | he length of the consultation period and the first and last days of the period; and |
| C | 0 | hat written submissions by any person supporting or objecting to the proposed subordinate local law may be made and given to the local government on or before the last day of the consultation period stating— |
| | | $\ \square$ the grounds of the submission; and |
| | | $\hfill\Box$ the facts and circumstances relied on in support of the grounds. |
| If the local government decides, by resolution, that the proposed subordinate local law only amends an existing subordinate local law to make a minor change, and the amendment does not affect an anti-competitive provision, the local government may proceed to step 5 without satisfying any of step 2 to step 4 inclusive. | | |
| Step 3 — If the proposed subordinate local law contains an anti-competitive provision, comply with the procedures prescribed under a regulation for the review of anti-competitive provisions. For avoidance of doubt, step 2, and this step 3, may be undertaken contemporaneously. | | |
| ☐ Step 4 — Accept and consider every submission properly made to the local governme A submission is properly made to the local government if it— | | |
| C | Э | s the written submission of any person about the proposed subordinate local aw; and |
| C |) | tates— |
| | | ☐ the grounds of the submission; and |
| | | the facts and circumstances relied on in support of the grounds; and |
| (| Э | s given to the local government on or before the last day of the consultation period. |
| Step | 5 | - By resolution, decide whether to— |
| | 0 | proceed with the making of the proposed subordinate local law as advertised; or |

Item 8 / Attachment 3.

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

| | 0 | proceed with the making of the proposed subordinate local law with amendments; or | |
|--|--|---|--|
| | 0 | make the proposed subordinate local law as advertised; or | |
| | 0 | make the proposed subordinate local law with amendments; or | |
| | 0 | not proceed with the making of the proposed subordinate local law. | |
| | subord | ocal government resolves to proceed with the making of the proposed dinate local law with amendments, and the amendments are substantial, the local ment may again — | |
| | 0 | consult with the public at step 2; and | |
| | 0 | accept and consider every submission properly made to the local government at step 4. $% \label{eq:constraint}$ | |
| | local g | e avoidance of doubt, if an amendment changes an anticompetitive provision, the covernment must again comply with the procedures prescribed under a regulation e review of anticompetitive provisions for the amended anti-competitive provision. | |
| | ☐ Step 6 — Let the public know that the subordinate local law has been made, by publishing a notice of the making of the subordinate local law in accordance with the requirements of section 29B(1) to (4) inclusive of the Local Government Act 2009. | | |
| | а сору | — As soon as practicable after the notice is published in the gazette, ensure that of the local law may be inspected and purchased at Council's Customer Service s's and available on Council's website. | |
| | Step 8 | — Within 14 days after the notice is published in the gazette, give the Minister— | |
| | 0 | a copy of the notice; and | |
| | 0 | a copy of the subordinate local law in electronic form; and | |
| | 0 | if the subordinate local law contains 1 or more anti-competitive provisions— | |
| | | advice of each anti-competitive provision; and | |
| | | ☐ the reasons for their inclusion. | |
| | Step 9 | — Update the local government's register of its local laws. | |
| 3. Str | ategic P | lan Links | |
| This policy relates to the following themes in Advance Ipswich. Listening, Leading and Financial Management | | | |
| | | Page 8 of 10 | |

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

| 4. | Regulatory Authority | | |
|----|---|--|--|
| | ☐ Local Government Act 2009 | | |
| | ☐ Legislative Standards Act 2002 | | |
| 5. | Scope | | |
| | This policy applies to the making of— ☐ (i) each local law that incorporates a model local law; and ☐ (ii) each local law that is a subordinate local law; and ☐ (iii) each other local law; and ☐ (iv) an interim local law. | | |
| 6. | Roles and Responsibilities | | |
| | Council – Responsible for the making of the local law by resolutions | | |
| | Legal Services – Responsible for the coordination of making/amending/repealing a law | | |
| | Council Staff – Responsible for input into making/reviewing a law | | |
| | Community/External Stakeholders – feedback and input where the process indicates public consultation | | |
| | State Government – feedback and input where the process indicates State Government interest checks are to be undertaken | | |
| 7. | Key Stakeholders | | |
| | Staff working in areas across Council that utilise the law requirements as part of their day to day operations such as customer service, applications and assessment, service request management and enforcement of local law breaches. Residents, businesses and visitors to the Ipswich local government area. | | |
| 8. | Monitoring and Evaluation | | |
| | Local Laws should be reviewed at least once every four years to be relevant and contemporary. | | |
| | $\hfill \square$ Evaluation could occur through surveys with key stakeholders on how the process works | | |
| 9. | Definitions | | |
| | Local Law has the same meaning as defined in Section 26 of the Local Government Act 2009. | | |
| | Subordinate Local Law has the same meaning as defined in Section 26 of the Local Government Act 2009. | | |

Page 9 of 10

IPSWICH CITY COUNCIL | Name of Policy (Statutory Policy)

Model Local Law has the same meaning as defined in Section 26 of the Local Government Act 2009.

Other Local Law Making Process means any other type of local law making process, with the exception of the following local law making processes: (a) a local law that incorporates a model local law; (b) an interim local law; (c) a subordinate local law.

Interim Local Law has the same meaning as defined in Section 26 of the *Local Government Act 2009*.

Minor change means an amendment that will not change the policy intent and includes changes to the name of an Act or a spelling/grammatical error.

10. Policy Owner

The General Manager – Corporate Services is the policy owner and the Manager, Legal and Governance (General Counsel) is responsible for the authorising and reviewing this policy.

Doc ID No: A5890878

ITEM: 9

SUBJECT: QUOTE CONSIDERATION PLAN FOR .ID PROFILE

AUTHOR: SENIOR SOCIAL POLICY ANALYST

DATE: 8 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning a Quote or Tender Consideration plan to support the renewal of Ipswich City Council's subscription to online demographic and economic analytics tool, .id Profile. This report has jointly been prepared by the Corporate Planning section (product owner/user) and the ICT Business Support section (where budget resides).

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That Council (Interim Administrator of Ipswich City Council) resolve to prepare a Quote or Tender Consideration Plan for Profile.ID in accordance with section 230(1) (a) of the Local Government Regulation 2012.
- B. That Council (Interim Administrator of Ipswich City Council) resolve to adopt the Quote or Tender Consideration Plan for .id Profile as outlined in the report by the Senior Social Policy Analyst dated 8 November, 2019 in accordance with section 230(1)(b) of the Local Government Regulation 2012.
- C. That Council (Interim Administrator of Ipswich City Council) resolve to enter into a contract with I.D. Consulting Pty Ltd for a Demographic Information System on the terms described in the report by the Senior Social Policy Analyst dated 8 November 2019 for a period of 4 years, to bring the contract terms in line with Local Government Elections.
- D. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with I.D. Consulting Pty Ltd to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

RELATED PARTIES

I.D. Consulting Pty Ltd

10 Easey Street, Collingwood, VIC, 3066

ABN: 44 084 054 473

No conflict of interest/s declared by either party (Council and ID Consulting)

ADVANCE IPSWICH THEME

Caring for the community

PURPOSE OF REPORT/BACKGROUND

The current engagement for the .id products is until February 2020, at which time the existing SLA can continue or be replaced with a new SLA aligned to council's four year terms.

As per *Local Government Regulation 2012* section 230, the Quote Consideration Plan is prepared for adoption by Council for service providers which have been identified as unique suppliers.

The following table summarises the results of an evaluation of alternative products and providers with further detail provided below that addresses key criteria as per *Local Government Regulation 2012* section 230.

ALTERNATIVE PRODUCT EVALUATION SUMMARY

| ATTRIBUTES | .ID PROFILE | REMPLAN | QGSO |
|------------------------|-------------|-----------|------|
| Qld Local Govt | | × | X |
| preferred provider | | | |
| Interactive data | | | × |
| visualisations | | | |
| Downloadable / | | | V |
| Exportable Reports | | | |
| Locality reporting | | \square | × |
| Socio-economic | | × | × |
| indicator heat maps | | | |
| Annual economic | | × | X |
| modelling (NIEIR) | | | |
| Datasets publicly | × | × | |
| available / on request | | | |

KEY CRITERIA CONSIDERED

1. Objective of .id service for Ipswich City Council

The objective of council's online .id profile subscription (see: community profile, social atlas, economic profile) is to enable and build the capacity of council staff and local community

members to access, use and understand social and economic information about the city and how it is changing over time.

.id (which stands for "informed decisions") is a company of demographers, housing analysts, forecasters and Census data experts who have developed information products specifically for the Australian Local Government market.

Attached is Ipswich City Council's existing Service Level Agreement with .id (formed in 2015), and a proposed 2019 Service Level Agreement, inclusive of a Communities of Interest added data product.

2. How the objectives are to be achieved

To achieve the stated service objective, it is recommended that Ipswich City Council renew its service level agreement with .id as a preferred supplier, inclusive of an added Communities of Interest product (see example at https://profile.id.com.au/parramatta).

This subscription will achieve the stated objectives by:

- .id service agreement was first formalised in July 2014 and the online platform has helped to strengthen community knowledge and use of the service over this time
- .id data products are publicly available in an interactive format, as well as a downloadable report format, which helps to address common internal and external requests for demographic and economic statistics about the city
- .id economic profile is derived from a micro simulation model produced by the National Institute of Economic and Industry Research, which provides annual data updates unique to .id
- .id offers complementary annual training to staff to increase understanding and use of available products, including trend insights
- Ipswich City Council, together with .id, have held public information sessions to increase awareness and use of the online tool and will continue to offer support to enable more community members and organisations to use this tool effectively.

3. How the achievement of the objectives will be measured

Ipswich City Council's corporate planning team, together with council's dedicated ICT procurement personnel, will monitor the ongoing effectiveness of this product for council through the following measures:

- platform visitation statistics from .id profile
- staff attendance and feedback on annual .id training and product use
- increased referral of routine data requests to products available via .id Profile
- review of .id product subscription every four years with ICT procurement to ensure products continue to meet council and community needs.
- 4. Any alternative ways of achieving the objectives and why the alternative ways were not adopted:

There are limited alternative, comparable providers of accessible demographic and economic analytics for the city of Ipswich.

Alternative 1: REMPLAN

<u>REMPLAN</u> is a company of demographic and economic specialists providing an
interactive and downloadable demographic and economic profile product. REMPLAN
clients include NSW Government, a small number of local councils, business sector
clients including GHD, PWC and EY, and university sector including La Trobe and
Monash.

Why the REMPLAN alternative is not proposed:

- Based on the client profiles of <u>REMPLAN</u> and <u>.id Profile</u>, **.id** remains the provider of choice by Australian Local Governments.
- .id profiles cover more than 75% of the Australian population, servicing more than 180 local government clients Australia-wide, including Logan City Council, the City of Gold Coast, City of Townsville, Lockyer Valley Regional Council, Toowoomba Regional Council, Cairns Regional Council, Scenic Rim Regional Council and South Burnett Regional Council in Queensland.
- .id has been Ipswich City Council's provider of choice for nearly five years, which has been instrumental to building capacity among council staff and the community sector to engage with and use this information
- .id has a unique partnership with NIEIR which produces annual economic modelling for Ipswich.
- .id provide demographic profiles by Local Areas, Council Divisions, State Priority
 Development Areas, and soon will produce these profiles for Communities of Interest
 which will inform social policy and equity strategies (e.g. Indigenous Profile, Age
 Groups, Recent Arrivals, Non-English Speakers, Need for Assistance, Low Income
 Households).

Alternative 2: Queensland Government Statisticians Office (QGSO)

Brisbane City Council has formalised an agreement with QGSO to embed a <u>custom</u>
 <u>built community profile tool</u> on the council website. This tool produces custom
 reports at SA2, SA3 and LGA level benchmarked to Queensland in a downloadable
 report format, which draws on data from a series of publicly available products from
 the QGSO website.

Why the QGSO alternative is not proposed:

 Compared to Ipswich City Council's .id profile subscription, the QGSO product does not provide an interactive data platform or social atlas tool (heat map). Ipswich City Council's product has also been tailored to publish data by council's new divisional boundaries.

- Ipswich City Council's subscription also includes complementary benchmarks for South East Queensland, Regional Queensland and publicly available national benchmarking for local governments across <u>demographic</u> and <u>economic</u> indicators.
- As part of our current service agreement, council can also select 2-3 confidential local government benchmarks to monitor change against local governments with similar demographic or economic characteristics (accessible only to council staff).

5. The proposed terms of the contract for the goods or services

Council intends to enter a new Service Level Agreement for a period of 4 years in line with the councillor term of office at an annual total fee of \$37,620 (including GST).

This new agreement, with the inclusion of a Communities of Interest product, offers time and cost efficiencies for council associated with producing and reproducing routine datasets to meet specific council and/or community requests for information.

Optional addendum: .id profile's <u>Locality Snapshots</u> report on individual suburbs for the 2016 census only. Accessing suburb-level data across all areas of the online platform would include, where suburb geographies remain unchanged, analysis of intercensal change.

This addendum is not recommended at this time. Access to suburb level data across census periods will be problematic because individually, many of the suburbs in Ipswich are quite small, and in the rural areas, generally too small to provide a full small area profile. As these suburb boundaries continue to change and be refined it's unlikely that suburb-level data can be matched reliably for analysis of change / trends over time.

However, should Ipswich City Council wish to publish suburb-level data (in addition to our existing Locality Snapshots), we would need to revise the attached 2019 service level agreement proposed to add this requirement.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

Entering a new service level agreement with .id Profile is assessed as low risk, as it represents a continuation and value-add to existing tools and products available to council staff and community.

A change to council's community profile tool (e.g. to use an alternative platform) represents a medium-level adverse risk for council, determined on the potential time lost to re-train staff to use a new platform, potential change in platform capabilities, and potential confusion for community users which will require well-planned change communications.

FINANCIAL/RESOURCE IMPLICATIONS

This Quote Consideration Plan presents the procurement objectives and recommendations to provide continued utilisation of this tool, which supports informed decision making, which supports the community.

Minimal financial impact, as subscription is currently budgeted within the ICT budget with initial agreement, and currently in use. Financial impact is approximated \$5,500 per year for the addition of the Communities of Interest component.

No resource implications anticipated.

COMMUNITY AND OTHER CONSULTATION

In 2018, Ipswich City Council, together with .id, have held public information sessions to increase awareness and use of the online tool and will continue to offer support to enable more community members and organisations to use this tool effectively.

In September 2019, Council's Corporate Planning section convened an internal staff briefing for identified users of the .id platform. This session gave overview of the platform's capabilities to confirm the platform continues to meet organisational needs. Input was provided by:

- Community, Cultural and Economic Development (sections including Economic Development, Community Research, Engagement and Development);
- Coordination and Performance Department (Corporate Planning); and
- Infrastructure and Environment (Emergency Management Unit).

This consultation confirmed the current subscription features remain valued and used, and confirmed support for the additional Communities of Interest data product.

Preparation of this Quote Consideration Plan has also been informed by consultation with **Corporate Services** Procurement Branch Manager.

CONCLUSION

To achieve the stated service objective, it is recommended that Ipswich City Council renew its service level agreement with .id as a preferred supplier for a 4 year term (in line with the Local Government election timeframes), inclusive of an added **Communities of Interest** product (see example at https://profile.id.com.au/parramatta).

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- 1. Ipswich profile economy Cols SLA Nov 2019. 🗓 🖼
- 2. Current 2015 agreement U
- 3. Memo to support Quote Consideration Plan U

Myf Jagger

SENIOR SOCIAL POLICY ANALYST

I concur with the recommendations contained in this report.

Tony Welsh

INTERIM INFORMATION AND COMMUNICATIONS MANAGEMENT AND SUPPORT MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"

.id agreement for City of Ipswich



.id Agreement

This agreement is between the following entities:

ID Consulting Pty Ltd 10 Easey Street, Collingwood VIC 3066 ABN: 44 084 054 473

City of Ipswich PO Box 191 Ipswich, Qld, 4305

.id's information products are designed to manage information and build knowledge about your community across your organisation.

prepared by .id

© copyright .id (the population experts)

id agreement for City of Ipswich

Contents

| TERMS AND CONDITIONS | | | |
|----------------------------------|--------------------------------|--|--|
| 1. | DEFINITIONS & INTERPRETATION | | |
| 1.1 | 1.1 Definition | | |
| 1.2 | Interpretation | | |
| 2. | SUPPLY OF PRODUCT | | |
| 3. | TERM | | |
| 4. | GRANT OF RIGHT TO USE PRODUCT | | |
| 5. | TRADE MARK LICENCE | | |
| 6. | INTELLECTUAL PROPERTY RIGHTS | | |
| 7. | FEES | | |
| 8. | GST | | |
| 9. | CONFIDENTIAL INFORMATION | | |
| 10. | SCOPE OF LIABILITY & INDEMNITY | | |
| 11. | TERMINATION | | |
| 12. | CONSEQUENCES OF TERMINATION | | |
| 13. | FORCE MAJEURE | | |
| 14. | MARKETING | | |
| 15. | DISPUTE RESOLUTION | | |
| 16. | NOTICES | | |
| 17. | APPLICABLE LAWS | | |
| 18. | WAIVER | | |
| 19. | COUNTERPARTS | | |
| 20. | APPLICATION OF THE AGREEMENT | | |
| | | | |
| Execution | | | |
| | | | |
| Schedule 1 - contract details | | | |
| Schedule 2 – product description | | | |



.id agreement for City of Ipswich

THIS AGREEMENT is made on the day of 2019

-by-

ID CONSULTING PTY LTD ACN 084 054 473 ("ID")

-and-

the entity named in Item 1 of Schedule 1 ("the Client")

RECITALS

The Client engages ID to supply the Product and provide the Services as set out in the Schedules.

ID has agreed to supply the Product and provide the Services on the terms and conditions set out in this Agreement.

The parties agree to proceed as set out in the attached Terms and Conditions and Schedules.



id agreement for City of Ipswich.

Terms and conditions

1. DEFINITIONS & INTERPRETATION

1.1 Definition

ABS Data means statistical census information collated, produced, supplied and/or owned by the Australian Bureau of Statistics and upon which ID relies to produce the Product. For the avoidance of doubt, although the Product is originally based on and/or derived from ABS Data, ID modifies, transforms and/or reconfigures such ABS Data in order to create, collate, compile, produce and supply the Product.

Annual Product Fees means the fees payable annually by the Client to ID for the provision of the Product and the Services as set out in Schedule 1.

Business Day means a day that is not a Saturday, Sunday, public holiday or bank holiday in the State of Victoria, Australia.

Claim means in relation to a party, a demand, claim, legal action or legal proceeding made or brought by or against the party, howsoever arising and whether present, unascertained, immediate, future or contingent.

Client means the person/s or entity specified in Schedule 1.

Commencement Date means the date specified in Schedule 1.

Confidential Information means all information provided by one party to the other in connection with this Agreement where such information is identified as confidential at the time of its disclosure or ought reasonably be considered confidential based on its content, nature or the manner of its disclosure, but excluding:

- (a) information that enters the public domain or is disclosed to a party by a third party, other than a breach of this Agreement, and
- (b) information developed independently by a party.

Consequential Loss means:

- (a) any loss not arising naturally and not arising according to the usual course of things, from the relevant breach or acts or omissions, whether or not such loss may reasonably be supposed to have been in the contemplation of both parties at the time they entered into this Agreement as the probable result of the relevant breach or act or omission; or
- (b) any loss of profits, revenues, business, data (including corruption to data), goodwill, reputation, bargain or opportunities.

Forecast Data means the forecast data produced by ID for use in the Product and Services.

Fees means the total of the Annual Product Fees and any other fees payable pursuant to this Agreement.

Force Majeure Event means any event beyond the control of the relevant party.

GST has the meaning given in A New Tax System (Goods and Services Tax) Act 1999 (Cth), or any other similar legislation.

IAMA means the Institute of Arbitrators & Mediators Australia.

Intellectual Property Rights means all intellectual property rights, including all copyright, patents, trade makes, design rights, trade secrets, domain names, know-how and other rights of a similar nature, whether registrable or not and whether registered or not, and any applications for registration or rights to make such an application.

Loss means any loss, liability, Claim, damage, cost, charge, expense or diminution in value, however arising, and whether present or future, fixed or unascertained, actual or contingent.

Map Data means mapping data obtained from Here North America LLC, as defined by this supplier.

Moral Rights has the meaning given under the Copyright Act 1968 (Cth) and includes any similar rights existing in other countries.



id agreement for City of Ipswich.

Personnel means directors, officers, managers, employees, contractors, agents or other persons in the entity's control.

Product means the product or products to be supplied by ID to the Client as specified in the Schedules, and may include:

- atlas.id® an on-line series of thematic maps that show how particular population groups are distributed across a selected area
- economy.id® an on-line economic profile of the local government area and its labour force region
- forecast.id® an on-line population and household type forecast
- profile.id® an on-line socio-demographic profile with Customised Small Area Information
 (ie. the geographic areas selected by the Client as set out in Schedule 2).

Services means the provision by ID of hosting and subscription of the Product for the Client, the provision of on-line and telephone support by ID to the Client, Training for the Client and any additional services to be provided by ID to the Client as set out in Schedule 1.

Schedule means a schedule to this Agreement

Term means the term specified in clause 3 of this Agreement.

Trade Marks means those of atlas.id®; economy.id®; forecast.id®; and profile.id®, all registered trademarks of ID, and any other trademarks of ID that are evident through use.

Training means the provision of a training session associated with the content, function and interpretation of the Product.

1.2 Interpretation

Unless the context requires otherwise:

- (a) a reference to a person includes a corporation or any other legal entity;
- (b) the singular includes the plural and vice versa;
- (c) headings are for the convenience and do not form part of this Agreement or otherwise affect the interpretation of this Agreement;
- (d) the term "includes" (or any similar term) means "includes without limitation";
- (e) a reference to any statute includes references to any subsequently amended, consolidated or reenacted version of that statute and all delegated legislation or other statutory instruments made under it.

2. SUPPLY OF PRODUCT

2.1 ID agrees to supply to the Client the Product and the Services on and from the Commencement Date on the terms and conditions set out in this Agreement.

TERM

- 3.1 This Agreement begins on the Commencement Date.
- 3.2 This Agreement shall only be terminated:
- (a) If there is a fixed term specified in Schedule 1, then at the end of that fixed term;
- (b) If there is no fixed term specified in Schedule 1, then by the Client with 30 days prior written notice, however the paid Annual Product Fees are non-refundable; or
- (c) as set out in clause 11.

4. GRANT OF RIGHT TO USE PRODUCT

- 4.1 ID grants to the Client a non-exclusive, world-wide, non-transferable licence to access the Product for the Term for the Client's bona fide commercial activities.
- 4.2 The Client:
- (a) may only use the Product in the form provided; and



id agreement for City of Ipswich.

- (b) must not use the Product in any way that could damage the reputation of ID or the goodwill or other rights of ID associated with the Product; and
- (c) must not on-sell or license or in any way transfer or assign its rights in the Product to any third party.

5. TRADE MARK LICENCE

- 5.1 Except as expressed in this clause, the Client must not use the branding (including Trade Marks) of ID or any third party within the Product, without the prior written consent of ID.
- 5.2 ID grants to the Client a non-exclusive, revocable right and licence to use the Trade Marks solely for the purpose of complying with clause 6.10.
- 5.3 Subject to the limited use rights granted to the Client under clause 5.2, all powers that would be conferred on authorised users by Section 26 of the Trade Marks Act 1995 (Cth) are expressly excluded.

6. INTELLECTUAL PROPERTY RIGHTS

- 6.1 Nothing in this Agreement constitutes a transfer of any Intellectual Property Rights from ID to the Client unless expressly stated otherwise. The Client acknowledges and accepts that it will not, as a result of entering into this Agreement, acquire any ownership or Intellectual Property Rights in the Product and/or the Services.
- 6.2 The Client:
- (a) subject to clause 6.3, acknowledges that ID owns all Intellectual Property Rights associated with the Product and the Trade Marks;
- (b) will not directly or indirectly do anything that would or might invalidate or put in dispute ID's title in the Product or the Trade Marks and/or associated Intellectual Property Rights; and
- (c) must comply with ID's reasonable usage guidelines and directions relating to the Product and the Trade Marks as notified to the Client from time to time.
- 6.3 The Client acknowledges in relation to the Product that:
- (a) the ABS Data and the copyright in the ABS Data remains the property of the Australian Bureau of Statistics;
- (b) Map Data and any copyright in the Map Data remains the property of the identified Map Data owner:
- (c) Forecast Data and the copyright in any Forecast Data remains the property of ID;
- (d) copyright in any third party product that is evident with use of the Product remains the property of the identified third party.
- 6.4 All use of the Product or Trade Marks, including all goodwill arising from such use, shall accrue solely to the benefit of ID.
- 6.5 If any person makes any claim alleging that the Product infringes any Intellectual Property Rights or Moral Rights of any person, the Client must:
- (a) promptly notify ID in writing;
- (b) not make any admissions or take any action in relation to the claim without ID's written consent;
- permit ID control over any and all investigations, negotiations, settlement and dispute resolution proceedings relating to the claim; and
- (d) cooperate with, assist and act at all times in accordance with the reasonable instructions of ID, in relation to the claim and any consequent investigations, negotiations, settlement and dispute resolution proceedings.
- 6.6 ID has the right to vary the content and presentation of the Product from time to time in its absolute discretion and without notice to the Client.
- 6.7 The Client must not alter, adapt, disassemble, or reverse engineer the source data or the content or presentation of the Product.



id agreement for City of Ipswich

- 6.8 Subject to clause 6.9, the Client has the right to use the information contained in the Product for use in Client reports, publications and other forms of Client presentation.
- 6.9 Where the Client replicates the whole or any part of the Product ("the replicated work"), then the Client must clearly attribute the work of ID or any relevant third party content by including an Attribution Notice in the document or other medium where the replicated work is published. The Attribution Notice must be published in a place where it can be easily found and viewed by any reader or observer of the document or other medium in which the replicated work appears.
- 6.10 Where the replicated work is a diagram, map, table, graph or data in another format and that source of data is already identified with the data source, then that attribution [including any logo] must be replicated along with the replicated work.
- 6.11 The Attribution Notice must clearly show:
- (a) ID's authorship of the replicated work, by inserting the following wording with a live hyperlink to www.id.com.au For example:

'Compiled and presented by .id - the population experts www.id.com.au'

or

'Sourced from .id - the population experts www.id.com.au'

- (b) that the replicated work is a derivative of ABS Data by inserting the following wording with a live hyperlink to http://www.abs.gov.au/
 - "This material is a derivative of ABS Data that can be accessed from the website of the Australian Bureau of Statistics at www.abs.gov.au, and which data can be licensed on terms published on the ABS website."
- (c) that any replication of identified third party data belongs to the identified owner or authorised licensee. Any replication must comply with content or product terms of use published by the relevant third party.

An example of an acceptable Attribution Notice is as follows:

Much of the content of this Report has been sourced from .id – the population experts www.id.com.au .id and its licensors are the sole and exclusive owners of all rights, title and interest subsisting in that part of the Report content where .id or other content providers are identified. Some of the .id sourced content is a derivative of ABS Data, which data can be accessed from the website of the Australian Bureau of Statistics at www.abs.gov.au, and licensed on terms published on the ABS website.

7. FEES

- 7.1 The Client must pay to ID the Fees as set out in Schedule 1.
- 7.2 ID will invoice the Client for Fees as and when they fall due in accordance with Schedule 1.
- 7.3 ID may at its discretion increase the Annual Product Fees on each anniversary of the Commencement Date provided ID gives the Client written notice of its intention to do so at least thirty (30) days before the anniversary date. Where there is an agreed fixed term ID may not increase the Annual Product Fees during the fixed term unless stated otherwise in Schedule 1.
- 7.4 Notwithstanding the above, the Annual Product Fees are calculated based on the geographic breakdown current at the signing of this Agreement. If the Client requests geographic changes then additional fees will be charged.

8. GST

- 8.1 All amounts payable under this Agreement are expressed exclusive of GST.
- 8.2 In respect of any taxable supply, the Client must pay to ID an additional amount equal to the prevailing GST rate, payable at the same time and in the same manner as the Fees, subject to the receipt by the Client of a valid tax invoice.



id agreement for City of Ipswich.

9. CONFIDENTIAL INFORMATION

- 9.1 Neither the Client nor ID may disclose any information which the other party has access to which is reasonably regarded as being confidential to the other party to any third party or use it otherwise than.
- (a) for the purposes of this Agreement;
- (b) as authorised by the other party;
- (c) as required by any law, judicial body or government agency; or
- (d) by way of disclosure to its professional advisors who have agreed to keep the information confidential.
- 9.2 Neither the Client nor ID may copy any document containing confidential information referred to in clause 9.1 except as necessary to perform this Agreement.
- 9.3 The Client and ID must ensure that its Personnel comply with this clause 9.

10. SCOPE OF LIABILITY & INDEMNITY

10.1 Client responsible for use

- (a) The Client shall be solely responsible for any Loss suffered or incurred by ID in connection with or arising out any breach of this Agreement by the Client or any negligent actor omission of the Client associated with use of the Product.
- (b) The Client indemnifies, and continues to indemnify ID and its Personnel from and against any Loss or liability incurred or arising from:
 - any negligent act or omission of the Client associated with use of the Product;
 - (ii) any breach of this Agreement by the Client or its Personnel.

10.2 Limitation of Liability

- (a) Subject to clause 10.2(d) and to the extent permitted by law, each party's aggregate liability to the other party for any Loss arising out of or in connection with this Agreement shall not exceed 100% of the Fees paid or payable by the Client to ID during the 12-month period immediately preceding the Loss, regardless of the cause or form of action.
- (b) Subject to clause 10.2(d) and to the extent permitted by Law, under no circumstances will either party be liable for any Consequential Loss.
- (c) The limitations and exclusions in clause 10.2(a) and (b) shall apply whether the action, claim or demand arises from breach of contract, tort (including negligence) or under any other theory or liability.
- (d) Clause 10.2(a) does not apply to, and shall not limit:
 - (i) any party's liability for death or personal injury caused by that party or its Personnel;
 - (ii) any party's liability for fraud (including fraudulent misrepresentation);
 - (iii) any party's liability for violation of Intellectual Property Rights;
 - (iv) the Client's liability for payment of Fees due.
- (e) The liability of ID for any breach of any condition or warranty implied pursuant to the Competition and Consumer Act 2010 (Cth) or equivalent State legislation is limited, at ID's option, to the supplying of the Services again. The Client acknowledges that its use of Services is for business purposes only and that it does not and will not use Services as a "consumer" as that term is defined in the Competition and Consumer Act 2010 (Cth) or equivalent State legislation.

10.3 Acknowledgements

(a) Except as provided in this Agreement or to the extent permitted by law, all terms, warranties, undertakings, inducements and representations made by ID are excluded from this Agreement and ID will not be liable for any loss or damage (including Consequential Loss) however caused (whether by negligence or otherwise) in respect of the Product and or the Services.



id agreement for City of Ipswich.

- (b) The Client acknowledges that the Product will be provided from the Commencement Date but that Product updates will be provided at such times and by such means as ID reasonably decides from time to time.
- (c) The Client acknowledges that ID may from time to time without notice to it suspend the Services and or the provision of the Product due to technical failure, modification or maintenance of the Product and or Services.

11. TERMINATION

- 11.1 Subject to clause 12 of this Agreement either party may terminate this Agreement immediately by written notice to the other party (the Defaulting Party), if:
- (a) the Defaulting Party is in breach of a material term of this Agreement and such breach is not remedied within 30 days of a written notice of the breach, requiring it to be remedied; or
- (b) an insolvency event occurs in respect of the Defaulting Party (other than an internal reconstruction of that entity) and is not dismissed within ten (10) days.

12. CONSEQUENCES OF TERMINATION

- 12.1 If this Agreement is terminated or expires for any reason, then, in addition and without prejudice to any other rights or remedies available:
- the parties are immediately released from their obligations under the Agreement except those obligations in clauses 6, 9,10, 12, 14, 17 and any other obligations that, by their nature, survive termination;
- (b) each party retains the claims it has against the other pursuant to this Agreement;
- (c) the Client's right to use the Product and the Trade Marks immediately ceases and the licences granted under this Agreement immediately terminate;
- (d) ID will immediately remove online access to the Product;
- (e) ID can retain any monies paid pursuant to this Agreement and in particular that Annual Product Fees for that year in which the Agreement is terminated, unless the Agreement has been terminated by the Client due to material breach of the Agreement by ID in which case ID must repay the Annual Product Fee paid in advance for that proportion of the year in which the Product is not available for the Client's use.

13. FORCE MAJEURE

ID shall not be liable for any delay or failure to perform its obligations if such failure or delay is due to a Force Majeure Event. ID must notify the Client as soon as practicable of any anticipated delay due to a Force Majeure Event. If a delay due to a Force Majeure Event exceeds 90 days, either party may terminate this Agreement immediately on providing notice to the other. If the Client gives such notice to ID, ID must refund the Annual Product Fee paid in advance for that proportion of the year in which the Force Majeure Event occurs and the Product is not available for the Client's use.

14. MARKETING

The Client agrees that ID may refer to the Client by trade name and trademark if applicable, and may briefly describe the Client's business in ID's marketing materials and website.

15. DISPUTE RESOLUTION

- 15.1 Any dispute or difference arising out of or in connection with this Agreement between the parties (Dispute) shall be resolved in accordance with clause.
- 15.2 The party raising the Dispute (Disputing Party) must first serve a notice of dispute upon the other party with whom the Disputing Party has the dispute or difference (Respondent).
- 15.3 The notice of Dispute must:
- (a) set out the scope of the Dispute and outline any relief sought;
- (b) outline any relevant facts or other pertinent information that relates to the Dispute and/or that the Disputing Party seeks to rely upon; and



id agreement for City of Ipswich.

- (c) nominate such date(s) and venue(s) within the next five (5) Business Days that the Disputing Party is available to meet with the Respondent to discuss and attempt to resolve the Dispute on a without prejudice basis.
- 15.4 Representatives of the Disputing Party and the Respondent must use reasonable endeavours to meet within the specified time-frame, to discuss and attempt to resolve the Dispute in good faith and on a without prejudice basis.
- 15.5 If the parties fail to resolve the Dispute, then either Party may refer the Dispute to mediation by further notice in writing. The reference to mediation must include the referring party's nomination for a mediator. Should the Dispute be referred to mediation then the Disputing Party and the Respondent agree to participate in good faith mediation of the Dispute. The mediation shall be administered in accordance with, and subject to, the IAMA Rules, subject to the following prevailing conditions:
- the mediation shall be held in Melbourne, Australia unless the parties otherwise agree in writing;
- (b) if the parties have not agreed to the identity of the mediator within five (5) Business Days of the reference to mediation (or such further time as may be agreed in writing), the mediator shall be appointed by the President of IAMA or his/her nominee; and
- (c) the parties will use reasonable endeavours to conduct the mediation within as short a timeframe as can be reasonably arranged.
- 15.6 For the avoidance of doubt a Dispute must not be litigated unless a mediation has been held or clause 15.7 otherwise applies.
- 15.7 This clause does not prevent any party from obtaining any injunctive, declaratory or other interlocutory relief from a court which may be urgently required.

16. NOTICES

All notices and statements to be given by one party to the other shall be sent or delivered to the address specified in this Agreement or at such other address as one party may notify the other in writing.

17. APPLICABLE LAWS

This Agreement shall be construed in accordance with the laws applicable in the State of Victoria, Australia, and the parties hereby submit to the non-exclusive jurisdiction of the Courts in Victoria.

18. WAIVER

No failure or delay by a party to exercise any right, power or remedy operates as a waiver, nor does any single or partial exercise of any such right, power or remedy preclude any other further exercise of them, or the exercise of any other right, power or remedy.

19. COUNTERPARTS

This document may be executed in any number of counterparts, all of which taken together are deemed to constitute the same document.

20. APPLICATION OF THE AGREEMENT

This Agreement constitutes the entire Agreement between the parties and supersedes all prior agreements pertaining to the Product or Services.



id agreement for City of Ipswich

Execution

| Executed by the parties by being signed by a pers | son who is authorised to sign for the named organisation |
|---|--|
| Signed on behalf of | |
| ID Consulting Pty Ltd | |
| | |
| | Full name of authorised officer [please print] |
| | |
| | |
| Signed on behalf of | |
| the Client | |
| | |
| | Full name of authorised officer [please print] |



.id agreement for City of Ipswich

Schedule 1 - contract details

Item 1 - client details

Client name: City of Ipswich

Client address: PO Box 191, Ipswich, Qld, 4305

Client contact person: Myf Jagger

Email: Myf.Jagger@ipswich.qld.gov.au Phone: 08 3810 7583

Item 2a - commencement date

Date: 08/11/2019 for a 4 year term

Item 3 - product (s)

profile.id®

atlas.id®

economy.id®

profile.id Communities of Interest module

Item 4 – annual product fees

| | investment | GST | total |
|--|------------|---------|----------|
| profile.id including up to 15 small areas (extra areas included from previous contract at no extra charge) overlays and benchmarks in schedule 2.1 | \$11,700 | \$1,170 | \$12,870 |
| atlas.id including up to 100 demographic maps. | \$2,000 | \$200 | \$2,200 |
| Communities of Interest module including up to 30 sub-population groups | \$5,500 | \$550 | \$6,050 |
| Economy.id including modules listed in schedule 2.2 | \$15,000 | \$1,500 | \$16,500 |
| Total annual fee | \$34,200 | \$3,420 | \$37,620 |

Invoice Payment Terms

Each invoice is payable by the Client within thirty (30) days of the date of the invoice.



id agreement for City of Ipswich.

Item 5 - On-Line & Telephone Support

ID will provide to the Client technical support during business hours [9am to 5pm on business days Eastern Standard Time] and the Client can access such technical support as follows:

By email: support@id.com.au or glenn@id.com.au

By phone: (03) 9417 2205

Item 6 - additional services

ID will provide the Client with the following services:

- Development of the Products
- Hosting and maintenance of Product websites
- Staff Training sessions to ensure maximum take-up of the product across Council and to encourage the increased use of demographic evidence in decision making – up to two full days annually or as required.
- Advice and ordering of demographic data sets for specific projects
- Unlimited telephone support for technical and demographic assistance
- Web statistics for monitoring product uptake and usage via a client portal login
- Unlimited users
- Annual population and dwelling commencement updates
- Census data update following release every 5 years (next update due 2022)
- Annual updates of modelled employment data [NIEIR source], value-add and GRP, quarterly unemployment rate updates and annual business register updates
- Executive briefing emphasising the demographic trends at work in the LGA and their strategic implications (annual)
- Regular monitoring and review of the population forecasts to ensure they are fit for purpose and matching current population trends.



id agreement for City of Ipswich.

Schedule 2.1 - profile.id - small area geography

The small area geography is based on the following principles:

- A sufficient population base to provide credible analysis and ensure minimal impact of data randomisation (ideally 2,000 persons minimum)
- Reflect standard geography (e.g. gazetted suburbs) where possible
- Represent communities of interest wherever possible

| | Selected geography |
|-----------------------|---|
| | |
| Local Government Area | City of Ipswich |
| Benchmarks | South East Queensland |
| | 2. Greater Brisbane |
| | 3. Regional Queensland |
| | 4. Queensland |
| | 5. Australia |
| | |
| Selected small areas | 1. Bellbird Park – Broadwater |
| (based on locality | 2. Brassall |
| boundaries) | 3. Bundamba 4. Camira – Gailes – Carole Park |
| | 5. Churchill – Yamanto |
| | 6. Collingwood Park – Redbank |
| | 7. Goodna |
| | 8. Ipswich – Central |
| | 9. Ipswich – East |
| | 10. Ipswich – North |
| | 11. Karalee – Barellan Point 12. Leichhardt – One Mile |
| | 13. North Ipswich – Tivoli |
| | 14. Raceview |
| | 15. Redbank Plains |
| | 16. Ripley |
| | 17. Riverview – New Chum |
| | 18. Rosewood |
| | 19. Springfield |
| | 20. Springfield Lakes |
| Overlays | 21. Division 1 |
| , - | 22. Division 2 |
| | 23. Division 3 |
| | 24. Division 4 |
| | |



id agreement for City of Ipswich

| 25. Greater Springfield 26. Ripley PDA 27. Walloon – Rosewood Expansion Area Locality snapshots All localities in the LGA will have a basic snapshot of key characteristics (localities over 50 people) or a count of males/females/persons/dwellings (localities under 50 people). atlas.id 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Communities of Interest Age groups: Infants (aged 0-4) Children (aged 5-11) Tenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 18-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in The Philippines Born in Sudan/South Sudan Born in Sudan/South Sudan Born in Sudan/South Sudan Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
|---|-------------------------|---|--|--|
| Locality snapshots All localities in the LGA will have a basic snapshot of key characteristics (localities over 50 people) or a count of males/females/persons/dwellings (localities under 50 people). atlas.id 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Age groups: Infants (aged 0-4) | | | | |
| Area All localities in the LGA will have a basic snapshot of key characteristics (localities over 50 people) or a count of males/females/persons/dwellings (localities under 50 people). atlas.id 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Communities of Interest Age groups: Infants (aged 0-4) Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 18-24) Older working age adults (25-34) Older working age adults (25-34) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Phillippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| All localities in the LGA will have a basic snapshot of key characteristics (localities over 50 people) or a count of males/females/persons/dwellings (localities under 50 people). 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Age groups: Infants (aged 0-4) | | 27. Walloon – Rosewood Expansion | | |
| characteristics (localities over 50 people) or a count of males/females/persons/dwellings (localities under 50 people). atlas.id 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Ontary Communities of Interest groups | | Area | | |
| characteristics (localities over 50 people) or a count of males/females/persons/dwellings (localities under 50 people). atlas.id 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Ontary Communities of Interest groups | | | | |
| males/females/persons/dwellings (localities under 50 people). 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Age groups: | Locality snapshots | All localities in the LGA will have a basic snapshot of key | | |
| males/females/persons/dwellings (localities under 50 people). 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Age groups: | | characteristics (localities over 50 people) or a count of | | |
| atlas.id 100 standard demographic maps. Maps included for all specific Communities of Interest groups. Age groups: Onlider (aged 0-4) | | | | |
| specific Communities of Interest groups. Age groups: Infants (aged 0-4) Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (25-34) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in He United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | maies/remaies/persons/dweilings (localities under 50 people). | | |
| specific Communities of Interest groups. Age groups: Infants (aged 0-4) Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (25-34) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in He United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| specific Communities of Interest groups. Age groups: Infants (aged 0-4) Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (25-34) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in He United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | atlas id | 100 standard demographic maps. Maps included for all | | |
| Communities of Interest Olifants (aged 0-4) Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Phillippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in He United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | atius.iu | | | |
| o Infants (aged 0-4) o Children (aged 5-11) o Teenagers (aged 12-17) o Post-school youth (aged 18-24) o Total youth (aged 12-24) o Young working age adults (25-34) o Older working age adults (35-54) o Pre-retirees (aged 55-64) o Retirees (65-79) o Seniors (70+) o Elderly (80+) o Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: o Born in Samoa o Born in India o Born in The Philippines o Born in Vietnam o Born in Sudan/South Sudan o Born in Fiji o Born in He United Kingdom o Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | specific Communities of Interest groups. | | |
| o Infants (aged 0-4) o Children (aged 5-11) o Teenagers (aged 12-17) o Post-school youth (aged 18-24) o Total youth (aged 12-24) o Young working age adults (25-34) o Older working age adults (35-54) o Pre-retirees (aged 55-64) o Retirees (65-79) o Seniors (70+) o Elderly (80+) o Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: o Born in Samoa o Born in India o Born in The Philippines o Born in Vietnam o Born in Sudan/South Sudan o Born in Fiji o Born in He United Kingdom o Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| o Infants (aged 0-4) o Children (aged 5-11) o Teenagers (aged 12-17) o Post-school youth (aged 18-24) o Total youth (aged 12-24) o Young working age adults (25-34) o Older working age adults (35-54) o Pre-retirees (aged 55-64) o Retirees (65-79) o Seniors (70+) o Elderly (80+) o Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: o Born in Samoa o Born in India o Born in The Philippines o Born in Vietnam o Born in Sudan/South Sudan o Born in Fiji o Born in He United Kingdom o Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| o Infants (aged 0-4) o Children (aged 5-11) o Teenagers (aged 12-17) o Post-school youth (aged 18-24) o Total youth (aged 12-24) o Young working age adults (25-34) o Older working age adults (25-34) o Pre-retirees (aged 55-64) o Retirees (65-79) o Seniors (70+) o Elderly (80+) o Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: o Born in Samoa o Born in India o Born in The Philippines o Born in Vietnam o Born in Sudan/South Sudan o Born in Fiji o Born in He United Kingdom o Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | Communities of Interest | Age groups: | | |
| Children (aged 5-11) Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Teenagers (aged 12-17) Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in The Philippines Born in The Philippines Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Post-school youth (aged 18-24) Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in The Philippines Born in Sudan/South Sudan Born in Fiji Born in He United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Total youth (aged 12-24) Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Young working age adults (25-34) Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Older working age adults (35-54) Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | o Total youth (aged 12-24) | | |
| Pre-retirees (aged 55-64) Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Young working age adults (25-34) | | |
| Retirees (65-79) Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Older working age adults (35-54) | | |
| Seniors (70+) Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Elderly (80+) Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | o Retirees (65-79) | | |
| O Up to 2 additional age groups from the available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | o Seniors (70+) | | |
| available list may be added at a later date Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | o Elderly (80+) | | |
| Aboriginal and Torres Strait Islander people (Indigenous Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Up to 2 additional age groups from the | | |
| Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | available list may be added at a later date | | |
| Profile) People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Aboriginal and Torres Strait Islander neonle (Indigenous | | |
| People born overseas (Total), and: Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Aboriginal and Torres Strait Islander people (Indigenous | | |
| Born in Samoa Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Profile) | | |
| Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | People born overseas (Total), and: | | |
| Born in India Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Born in Samoa | | |
| Born in The Philippines Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Born in Vietnam Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Born in Sudan/South Sudan Born in Fiji Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | 1 | | |
| Born in the United Kingdom Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | | | |
| Born in New Zealand Recent Arrivals People speaking a language other than English (Total), and: | | Born in Fiji | | |
| Recent Arrivals People speaking a language other than English (Total), and: | | Born in the United Kingdom | | |
| People speaking a language other than English (Total), and: | | Born in New Zealand | | |
| People speaking a language other than English (Total), and: | | | | |
| and: | | Recent Arrivals | | |
| and: | | | | |
| and: | | B | | |
| | | People speaking a language other than English (Total), | | |
| Charlies Conserve | | and: | | |
| Speaking Samoan | | Speaking Samoan | | |
| Speaking Chinese Languages | | | | |
| Speaking Vietnamese | | | | |



id agreement for City of Ipswich

| Speaking SpanishSpeaking DinkaSpeaking Swahili |
|---|
| People with a need for assistance with a disability |
| Low income households |
| Sexes (Male/Female) |
| Benchmarks in the Communities of Interest module will be the same as in the main profile.id site. |



id agreement for City of Ipswich

Schedule 2.2 – economy.id

| | Selected geography | |
|-----------------------------|---|--|
| Local Government Area | City of Ipswich | |
| Benchmarks | Greater Brisbane South East Queensland Queensland Australia | |
| Additional modules included | Economic Impact Module Tourism Module Event Impact Module Agriculture Module | |





id's information products

are designed to manage information and build knowledge about your community across your organisation

id consulting pty ltd 10 Easey Street Collingwood VIC 3066 ABN 44 084 054 473

between

and

Ipswich City Council 45 Roderick St Ipswich QLD 4305



| contents | | | |
|----------|----------------------|----|--|
| 1 | id agreement | 3 | |
| 2 | terms and conditions | 4 | |
| 3 | execution | 14 | |
| | schedule 1 | 15 | |
| | schedule 2 | 17 | |





THIS IS THE SUPPLY AGREEMENT made on the

day of

2015 by

ID CONSULTING PTY LTD CAN 084 054 473 ("the Company") of the first part

-and-

that person or entity so named in Item 1 of Schedule 1 ("the Client") of the other part.

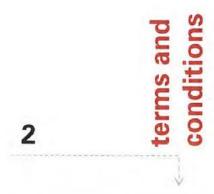
3

Recitals:

- A. The Client engages the Company to supply the Product and provide the Services as set out in Item 3 of Schedule 1.
- B. The Company has agreed to supply the Product and provide the Services on the terms and conditions set out in this Agreement.

And the parties agree as follows:





1. DEFINITIONS & INTERPRETATION

1.1 Definition

'Annual Product fees' means the fees payable annually by the Client to the Company for the provision of the Product and the Services as set out in Item 4 (a) of Schedule 1 hereof:

'Census Collector District level' means the Australian Bureau of Statistics' official output geography;

'the Client' means the person/s or entity specified in Item 1 of Schedule 1 hereof;

'the Commencement date' means the date specified in Item 2 (a) of Schedule 1 hereof;

'the Company' means ID Consulting Pty Ltd (A.C.N. 084 054 473) of 10 Easey Street, Collingwood, Victoria and its employees, offices, agents, affiliates and includes the successors-in-title to the Company;

'Confidential Information' means all information provided by one party to the other in connection with this Agreement where such information is identified as confidential at the time of its disclosure or ought reasonably be considered confidential based on its content, nature or the manner of its disclosure, but excluding:

- (a) information that enters the public domain or is disclosed to a party by a third party, other than a breach of this Agreement, and
- (b) information developed independently by a party

'Customised Small Area Information' means the geographic areas selected by the Client for the purposes of the Company's supply of the Product and Services as set out in Schedule 2 hereof;

'Fees' means the total of the Annual Product Fees as set out in Item 4 of Schedule 1;

'Force Majeure Event' means any event beyond the control of the relevant party;

'forecast.id®' means an on-line population and household type forecast;

'economy.id®' means an on-line economic profile of the local government area and its labour force region;

'GST' has the meaning given in A New Tax System (Goods and Services Tax) Act 1999 (Cth), or any other similar tax;

'Intellectual Property Rights' means all intellectual property rights, including all copyright, patents, trade makes, design rights, trade secrets, domain names, know how and other rights of a similar nature, whether registrable or not—and whether registered or not, and any applications for registration or rights to make such an application;

'Moral Rights' has the meaning given under the Copyright Act 1968 (Cth) and includes any similar rights existing in other countries.

'Product' means the product or products supplied by the Company to the Client as specified in Item 3 of Schedule 1 hereof;

'Services' means the provision by the Company of hosting and subscription of the Product for the Client, the provision of on-line and telephone support by the Company to the Client, the training by the Company of the Client as to the Product and any additional services provided by the Company to the Client as set out in Item 5 of Schedule 1 hereof;

'Term' means the term specified in the Supply Agreement

'Trade Marks' means those of forecast.id®; economy.id®; atlas.id®; and profile.id®;

'Training' means the provision of a training session which includes the content, function and interpretation of the Product.

1.2 Interpretation

Unless the context require otherwise:



- (a) a reference to a person includes a corporation or any other legal entity;
- (b) the singular includes the plural and vice versa;
- (c) headings are for the convenience and do not form part of this Agreement or otherwise affect the interpretation of this Agreement;
- (d) the term "includes" (or any similar term) means "includes without limitation";
- (e) a reference to any statute includes references to any subsequently amended, consolidated or re-enacted version of that statute and all delegated legislation or other statutory instruments made under it

2. SUPPLY OF PRODUCT

2.1 The Company agrees to supply to the Client the Product and provide the Services as set out in Item 3 of Schedule 1 on the commencement date and on the terms and conditions contained herein.

3. TERM

3.1 This Agreement begins on the Commencement Date and continues until notified in writing by the Client.

4. GRANT OF RIGHT TO USE PRODUCT

- 4.1 The Company grants to the Client a non-exclusive, world-wide, non-transferable licence to access the Products for the Term for the Client's bona fide commercial activities.
- 4.2 The Client must:
 - (a) use the Product in the form provided with alteration; and
 - (b) not use the Product in any way that could damage the reputation of the Company or the goodwill or other rights associated with the Product.
 - (c) not on-sell the Product to any third party without the written permission of the Company.



5. TRADE MARK LICENCE

- 5.1 Subject to this Clause 5, the Client may not use the branding (including trade marks) of the Company;
- 5.2 The Company grants to the Client a non-exclusive, revocable right and licence to use the Trade Marks solely for the purpose of complying with Clause 5.3;
- 5.3 The Client must include a statement on any document that cites the Product in a way that clearly indicates a connection with the Product attributing responsibility to the Company for the Product.
- 5.4 Subject to the limited use rights granted to the Client under Clause 5.2, all powers that would be conferred on authorised users by Section 26 of the Trade Marks Act 1995 (Cth) are expressly excluded.

6. INTELLECTUAL PROPERTY RIGHTS

- 6.1 Nothing in this Agreement constitutes a transfer of any Intellectual Property Rights.
- 6.2 The Client:
 - (a) acknowledges that the Company owns all Intellectual Property Rights in the Product and the Trade Marks;
 - (b) will not directly or indirectly do anything that would or might invalidate or put in dispute the Company's title in the Product or the Trade Marks; and
 - (c) must comply with the Company's reasonable usage guidelines and directions with respect to the Product and the Trade Marks as notified to the Client from time to time.
- 6.3 All use of the Product or Trade Marks, including all goodwill arising from such use, shall accrue solely to the benefit of the Company.
- 6.4 If any person makes any claim alleging that the Product infringes any Intellectual Property Rights or Moral Rights of any person, the Client must:
 - (a) promptly notify the Company in writing;
 - (b) not make any admissions or take any action in relation to the claim without the Company's written consent;

- (c) permit the Company control over any and all investigations, negotiations, settlement and dispute resolution proceedings relating to the claim; and
- (d) cooperate with, assist and act at all times in accordance with the reasonable instructions of the Company, in relation to the claim and any consequent investigations, negotiations, settlement and dispute resolution proceedings.
- 6.5 The Company shall have the right to vary the content and presentation of the Product from time to time at its absolute discretion without notice to the Client.
- 6.6 The Client shall not alter, adapt, disassemble, modify or vary the source data or the content or presentation of the Product in such a way that compromises the integrity of the Product without the written consent of the Company.
- 6.7 Notwithstanding the provisions herein, nothing shall preclude the Client's right to use the information contained in the products in any normal application, including extracting information from the products to use in the Client's reports and publications.

7. FEES

- 7.1 The Client must pay to the Company the Annual Product Fees as set out in Item 4 of Schedule 1.
- 7.2 The Company must invoice the Client for the Annual Product Fees as and when they fall due in accordance with Item 4 of Schedule 1 and each invoice is payable by the Client within thirty (30) days of the date of the invoice.

The Company may at its discretion review and increase the Annual Product Fees each anniversary of the commencement date during the term upon giving thirty (30) days written notice to the Client of its intention to do so in that year.

Notwithstanding the above, the Product Fees are calculated based on the geographic breakdown current at the signing of this contract. If the Client requests geographic changes then additional feels may be applicable.



9

Item 9 / Attachment 2.

8. GST

- 8.1 All amounts payable under this Agreement are expressed exclusive of GST.
- 8.2 In respect of any taxable supply, the Client must pay to the Company an additional amount equal to the prevailing GST rate, payable at the same time and in the same manner as the Fees, subject to the receipt by the Client of a valid tax invoice.

9. CONFIDENTIAL INFORMATION

- 9.1 Neither the Client or the Company shall disclose any information which the other party has access to which is reasonably regarded as being confidential to the other party to any third party or use it otherwise than;
 - (a) for the purposes of this Agreement;
 - (b) as authorised by the other party;
 - (c) as required by any law, judicial body or government agency; or
 - (d) by way of disclosure to its professional advisors who have agreed to keep the information confidential.
- 9.2 Neither the Client or the Company shall copy any document containing confidential information referred to in Clause 9.1 except as necessary to perform this Agreement.
- 9.3 The Client and the Company shall ensure that its employees, agents, contractors and other persons within its control comply with this Clause 9.

10. SCOPE OF LIABILITY & INDEMNITY

- 10.1 The Client indemnifies the Company, its officers, employees and agents from and against any loss or liability incurred arising from:
 - (a) any use or direct or indirect reliance on the Product by any person or entity;
 - (b) any breach of this Agreement by the Client or its officers, employees and agents; and
 - (c) any act, omission or misstatement of the Client
- 10.2 The Company's total aggregate liability for all claims relating to this Agreement is limited to the Fees paid under this Agreement.



- 10.3 Except as provided in this Agreement and as to the interpretation and use by the Client of the Product in formulating the Client's policy, all terms, warranties, undertakings, inducements and representations made by the Company are excluded and the Company will not be liable for any loss or damage (including consequential loss or damage) however caused (whether by negligence or otherwise) in respect of the Product and or the Services to the extent permitted by law.
- 10.4 The Client acknowledges that the Products will be provided at the commencement date but that the Services and updates where applicable to the Products will be provided at such times and by such means as the Company reasonably decides from time to time.
- 10.5 The Client acknowledges that the Company may from time to time without notice to it suspend the Services and or the provision of the Products due to technical failure, modification or maintenance of the Products and or Services.
- 10.6 This Agreement is to be read subject to any legislation which prohibits or restricts the exclusion, restriction or modification of any implied warranties, conditions or obligations. If such legislation applies, to the extent possible, the Company limits its liability in respect of any claim to, at the Company's option:
 - (a) in the case of Products, any one or more of the following:
 - (i) the replacement of the Product or the supply of equivalent Products;
 - (ii) the repair of the Product;
 - (iii) the payment of the cost of replacing the Product or of acquiring equivalent Products;
 - (iv) the payment of the cost of having the products repaired; or
 - (b) the case of the Services:
 - (i) the supplying of the Services again;
 - (ii) The payment of the cost of having the Services supplied again.

Informed decisions

11. TERMINATION

- 11.1 Notwithstanding the term, a party may terminate this Agreement by mutual agreement evidenced in writing between the parties or by written notice to the other if any of the following events has occurred in respect of the other party:
 - (a) a material breach of this Agreement which is not remediable or if capable of remedy, where the other party fails to remedy within fourteen (14) days of written notice;
 - (b) an insolvency event occurs, other than an internal reconstruction.

12. CONSEQUENCES OF TERMINATION

- 12.1 If this Agreement is terminated or expires for any reason, then, in addition and without prejudice to any other rights or remedies available:
 - (a) the parties are immediately released from their obligations under the Agreement except those obligations in Clauses 5, 6, 9,10, 12, 17 and any other obligations that, by their nature, survive termination;
 - (b) each party retains the claims it has against the other;
 - (c) the Client's right to use the Product and the Trade Marks immediately ceases and the licences granted under this Agreement terminate;
 - (d) the Company will immediately remove access to Product on-line;
 - (e) the Company can retain any monies paid pursuant to this Agreement and in particular that Annual Product fees for that year in which the Agreement is terminated.

13. FORCE MAJEURE

- 13.1 The Company shall not be liable for any delay or failure to perform its obligations if such failure or delay is due to Force Majeure.
- 13.2 The Company shall notify the Client as soon as practicably of any anticipated delay due to Force Majeure.
- 13.3 If a delay due to Force Majeure exceeds thirty (30) days, either party may terminate this Agreement immediately on providing notice to the other.



13.4 If the Client gives such notice to the Company as set out in Clause 13.3 above, the Company shall refund the Annual Product fees for the year in which the Force Majeure occurs.

14. MARKETING

14.1 The Client agrees that the Company may refer to the Client by trade name and trademark if applicable, and may briefly describe the Client's business in the Company's marketing materials and website.

This is limited to placing the client name and approved logo on the websites developed by .id for the Client, as well as listing the Client name in a list of available online demographic and economic tools on the .id website. This aids search engine optimisation and makes it easier to find the Client websites using a search engine. The Client name may also be used in a general "list of clients" by .id, on the website or on a conference banner.

Any further marketing materials such as case studies or brochures containing the Client name and/or logo would always be submitted to the Client for approval prior to publication.

In any event, permission to use the Client name and/or logo on any .id developed Client website, or the .id site, may be revoked at any time by specific Client request.

15. DISPUTE RESOLUTION

- 15.1 If any dispute shall arise between the parties regarding the meaning of this Agreement for the rights and liabilities of the parties hereto, the same may be referred to the arbitration of two arbitrators (one to be named by each party) or their umpire in accordance with the provisions of the Commercial Arbitration Act 1984 (Victoria) or any other statutory modification or re-enactment thereof.
- 15.2 Nothing in Clause 15.1 shall preclude either party from taking legal proceedings against the other party either for injunctive relief or for recovery of any amount owing at any time.



16. NOTICES

16.1 All notices and statements which one part is required or may desire to give to the other party shall be given by addressing same to the other party at the address specified in this Agreement or at such other address as may be designated in writing by any such party in a notice to the other.

17. APPLICABLE LAWS

17.1 This Agreement shall be construed in accordance with the laws applicable in the State of Victoria Australia provided that nothing in this Clause precludes legal proceedings being initiated in any jurisdiction.

18. WAIVER

18.1 No failure or delay on the part of a party to exercise any right power or remedy operates as a waiver nor does any single or partial exercise of any such right power or remedy preclude any other further exercise of them or the exercise of any other right power or remedy.

13

19. APPLICATION OF THE AGREEMENT

19.1 This Agreement constitutes the entire Agreement between the parties and supersedes all prior agreements pertaining to the Product named in Item 3 of Schedule 1.

20. ON-LINE & TELEPHONE SUPPORT

The Company will provide to the Client technical support during business hours and the Client can access such technical support as follows:

Email: support@id.com.au

Phone: (03) 9417 2205



| ec E | |
|--|----|
| 3 👸 | |
| <u> </u> | |
| Executed by I.D. CONSULTING PTY LTD (A.C.N. 084 054 473) by being signed by those | |
| persons who are authorized to sign for the company in accordance with S.127 of the | |
| Corporations Act 2001 (Cth). | |
| Signed on behalf of ID Consulting Pty Ltd | |
| Full name LILA THOM SON 5/2/15 | ٠ |
| | |
| Signed on behalf of the Client | |
| Full name ANDREW ROACH | 14 |
| By its authorised officer | |



Schedule

profile.id® atlas.id® economy.id®

Item 1 - Client Details

Client Name: Ipswich City Council

Client Address: 45 Roderick St, Ipswich, QLD, 4305

Client Contact Person: Hannah Meier

Email: HMeier@ipswich.qld.gov.au Phone: (07) 3810 6701

15

Item 2 - Commencement Date

Date: January 30, 2015

Item 3 - Product (s)

profile.id®, atlas.id® & economy.id®



Item 4 - Annual Product Fees

| | investment | gst | total |
|---|------------|------------|-------------|
| profile.id® base fee ₁ (Year 1) including 4 additional areas | \$11,645 | \$1,164.50 | \$12,809.50 |
| economy.id® base fee (Year 1) | \$12,750 | \$1,275 | \$14,025 |
| total annual investment Year 1 | \$24,395 | \$2,439.50 | \$26,834.50 |
| profile.id® base fee ₁ (subsequent years) including 4 additional areas | \$13,700 | \$1,370 | \$15,070 |
| economy.id® base fee (subsequent years) | \$15,000 | \$1,500 | \$16,500 |
| total annual investment subsequent years | \$28,700 | \$2,870 | \$31,570 |

¹ The standard fee for profile.id® includes up to 15 small areas.

Item 5 - Additional Services

The Company will provide the Client with the following services:

- · Development of the forecasts and the forcast.id® website
- Hosting and maintenance of Product websites (99.9% guaranteed uptime)
- Regular monitoring and review of programme to ensure forecasts incorporate the latest demographic trends and up-to-date assumptions
- Executive briefing emphasising the demographic trends at work in the LGA and their strategic implications
- Staff training sessions to ensure maximum take-up of the product across Council and to encourage the increased use of demographic evidence in decision making
- · Advice and ordering of demographic data sets for specific projects
- · Unlimited telephone support for technical and demographic assistance
- Client log-in via .id's website for access to other .id products across Australia
- · Web statistics for monitoring product uptake and usage
- Unlimited users
- Economy.id® updates between Census periods (eg. Quarterly Unemployment Figures)



Schedule 2

small area geography profile.id ®

The small area geography is based on the following principles:

- A sufficient population base to provide credible analysis and ensure minimal impact of data randomisation (ideally 2,000 persons minimum)
- 2. Reflect standard geography (e.g. gazetted suburbs) where possible
- 3. Represent communities of interest wherever possible

| | Selected Geography | Benchmarks |
|-----------------------|---|---|
| Local Government Area | City of Ipswich | South East Queensland Queensland Australia |
| Selected Small Areas | Flinders View - Yamanto Goodna - Gailes - Bellbird Ipswich - West Ipswich - Coalfalls Karalee - Chuwar - Barella Leichhardt - One Mile - C | ilkstone Blackstone ank ket - Eastern Heights - Newtown I Park Woodend - Sadliers Crossing - an Point |

| Rural North | |
|---|--|
| | |
| Rural South | |
| Springfield - Camira - Carole Park | |
| Springfield Central - Springfield Lakes | |
| Springfield Central - Springfield Lakes | |



DRAFT 4/11/2019

4 November 2019

MEMORANDUM

TO: GENERAL MANAGER, CORPORATE SERVICES

CC: GENERAL MANAGER, COORDINATION AND PERFORMANCE

FROM: BUSINESS SUPPORT MANAGER, ICT AND CORPORATE PLANNING MANAGER

RE: PROFILE.ID QUOTE CONSIDERATION PLAN – BACKGROUND INFORMATION

SUMMARY

To renew Ipswich City Council's subscription to online demographic and economic analytics tool .id, the Corporate Planning section and the ICT Business Support section together have jointly prepared the following Quote Consideration Plan.

Ipswich billings for the .id products occur in February so products under the 2015 Service Level Agreement (SLA) is currently paid up to Feb 2020, at which time the existing SLA can continue or replaced with a new SLA aligned to council's four year terms.

As per Local Government Regulation 2012 Section 230, the Quote Consideration is prepared for adoption by Council for service providers which have been identified as unique suppliers.

An evaluation of alternative products and providers is summarised below and detailed within the following key criteria as per Local Government Regulation 2012 Section 230.

ALTERNATIVE PRODUCT EVALUATION SUMMARY

| ATTRIBUTES | .ID PROFILE | REMPLAN | QGSO |
|------------------------|-------------|---------|------|
| Qld Local Govt | | × | × |
| preferred provider | | | |
| Interactive data | | | × |
| visualisations | | | |
| Downloadable / | M | M | V |
| Exportable Reports | | | |
| Locality reporting | \square | M | × |
| <u> </u> | | | |
| Socio-economic | | × | × |
| indicator heat maps | | | |
| Annual economic | | × | × |
| modelling (NIEIR) | | | |
| Datasets publicly | × | × | M |
| available / on request | | | |

DRAFT 4/11/2019

KEY CRITERIA CONSIDERED

1. Objective of .id service for Ipswich City Council

The objective of council's online .id profile subscription (see: community profile, social atlas, economic profile) is to enable and build the capacity of council staff and local community members to access, use and understand social and economic information about the city and how it is changing over time.

.id (which stands for "informed decisions") is a company of demographers, housing analysts, forecasters and Census data experts who have developed information products specifically for the Australian Local Government market.

Attached is Ipswich City Council's existing Service Level Agreement with .id (formed in 2015), and a proposed 2019 Service Level Agreement, inclusive of a Communities of Interest added data product.

2. How the objectives are to be achieved

To achieve the stated service objective, it is recommended that Ipswich City Council renew its service level agreement with .id as a preferred supplier, inclusive of an added Communities of Interest product (see example at https://profile.id.com.au/parramatta).

This subscription will achieve the stated objectives by:

- .id service agreement was first formalised in July 2014 and the online platform has helped to strengthen community knowledge and use of the service over this time
- .id data products are publicly available in an interactive format, as well as a
 downloadable report format, which helps to address common internal and external
 requests for demographic and economic statistics about the city
- .id economic profile is derived from a micro simulation model produced by the National Institute of Economic and Industry Research, which provides annual data updates unique to .id
- .id offers complementary annual training to staff to increase understanding and use of available products, including trend insights
- Ipswich City Council, together with .id, have held public information sessions to increase awareness and use of the online tool and will continue to offer support to enable more community members and organisations to use this tool effectively.

3. How the achievement of the objectives will be measured

Ipswich City Council's corporate planning team, together with council's dedicated ICT procurement personnel, will monitor the ongoing effectiveness of this product for council through the following measures:

- platform visitation statistics from .id profile
- staff attendance and feedback on annual .id training and product use
- increased referral of routine data requests to products available via .id Profile

DRAFT 4/11/2019

- review of .id product subscription every four years with ICT procurement to ensure products continue to meet council and community needs.
- 4. Any alternative ways of achieving the objectives and why the alternative ways were not adopted:

There are limited alternative, comparable providers of accessible demographic and economic analytics for the city of Ipswich.

Alternative 1: REMPLAN

<u>REMPLAN</u> is a company of demographic and economic specialists providing an
interactive and downloadable demographic and economic profile product. REMPLAN
clients include NSW Government, a small number of local councils, business sector
clients including GHD, PWC and EY, and university sector including La Trobe and
Monash.

Why the REMPLAN alternative is not proposed:

- Based on the client profiles of <u>REMPLAN</u> and <u>.id Profile</u>, <u>.id</u> remains the provider of choice by Australian Local Governments.
- .id profiles cover more than 75% of the Australian population, servicing more than 180 local government clients Australia-wide, including Logan City Council, the City of Gold Coast, City of Townsville, Lockyer Valley Regional Council, Toowoomba Regional Council, Cairns Regional Council, Scenic Rim Regional Council and South Burnett Regional Council in Queensland.
- id has been Ipswich City Council's provider of choice for nearly five years, which has been instrumental to building capacity among council staff and the community sector to engage with and use this information
- .id has a unique partnership with NIEIR which produces annual economic modelling for Ipswich.
- id provide demographic profiles by Local Areas, Council Divisions, State Priority
 Development Areas, and soon will produce these profiles for Communities of Interest
 which will inform social policy and equity strategies (e.g. Indigenous Profile, Age
 Groups, Recent Arrivals, Non-English Speakers, Need for Assistance, Low Income
 Households).

Alternative 2: Queensland Government Statisticians Office (QGSO)

Brisbane City Council has formalised an agreement with QGSO to embed a
 <u>custom built community profile tool</u> on the council website. This tool produces
 custom reports at SA2, SA3 and LGA level benchmarked to Queensland in a
 downloadable report format, which draws on data from a series of publicly available
 products from the QGSO website.

DRAFT 4/11/2019

Why the QGSO alternative is not proposed:

- Compared to Ipswich City Council's .id profile subscription, the QGSO product does not provide an interactive data platform or social atlas tool (heat map). Ipswich City Council's product has also been tailored to publish data by council's new divisional boundaries.
- Ipswich City Council's subscription also includes complementary benchmarks for South East Queensland, Regional Queensland and publicly available national benchmarking for local governments across <u>demographic</u> and <u>economic</u> indicators.
- As part of our current service agreement, council can also select 2-3
 confidential local government benchmarks to monitor change against local
 governments with similar demographic or economic characteristics (accessible only
 to council staff).

The proposed terms of the contract for the goods or services

Council intends to enter a new Service Level Agreement for a period of 4 years in line with the councillor term of office at an annual total fee of \$37,620 (including GST).

This new agreement, with the inclusion of a Communities of Interest product, offers time and cost efficiencies for council associated with producing and reproducing routine datasets to meet specific council and/or community requests for information.

Optional addendum: .id profile's <u>Locality Snapshots</u> report on individual suburbs for the 2016 census only. Accessing suburb-level data across all areas of the online platform would include, where possible, analysis of intercensal change.

This addendum is not recommended at this time. Access to suburb level data across census periods will be problematic because individually, many of the suburbs in Ipswich are quite small, and in the rural areas, generally too small to provide a full small area profile. As these suburb boundaries continue to be refined it's unlikely that suburb-level data can be matched reliably for analysis of change / trends over time.

However, should Ipswich City Council wish to publish suburb-level data (in addition to Locality Snapshots), we would need to revise the service level agreement proposed for 2019 to add this requirement.

A risk assessment on the goods or services are to be obtained

Entering a new service level agreement with .id Profile is assessed as low risk, as it represents a continuation and value add to existing tools and products available to staff and community.

A change to council's community profile tool (e.g. to use an alternative platform) represents a medium-level adverse risk for council, determined on the potential time lost to re-train staff to use a new platform, potential change in platform capabilities, and potential confusion for community users which will require well-planned change communications.

Doc ID No: A5901931

ITEM: 10

SUBJECT: CHANGES TO FEES AND CHARGES ARISING FROM LOCAL LAWS REVIEW

AUTHOR: TREASURY ACCOUNTING MANAGER

DATE: 14 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning proposed changes to Council's Register of Fees and Charges arising from the recent Local Laws review.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the 2019-2020 Register of Fees and Charges be amended, as detailed in Attachment 1, and adopted with effect from 10 December 2019.

RELATED PARTIES

There are no identifiable related parties associated with this report.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

As part of Council's Business Transformation Program, Council undertook a review of its local laws between February and October this year. The formal local law making process was concluded in October with the commencement of amendments on 1 November 2019. Council decisions pertaining to the local law review (amendments and repealing of laws) were undertaken at the following Committee Meeting and subsequent Council Meetings.

- Items 1 to 10 Governance Committee on 9 July and subsequent Council meeting on 16 July 2019
- Item 4 Governance Committee on 10 September and subsequent Council meeting on 17 September 2019
- Item 2 Governance Committee on 22 October and subsequent Council meeting on 28 October 2019

The changes to the Local Laws have resulted in the need to revise some of Council's fees and charges. A small number of new activities and associated fees are to be added to the register, and the removal or minor adjustment to others. A summary of the proposed changes is provided below. Extracts from the Register of Fees and Charges, with changes tracked for the new, discontinued or materially amended fees, can be found in **Attachment 1.**

NEW FEES

| New Activity | Applicable Local Laws | Proposed Fees (incl GST where applicable) | Notes |
|---|---|---|---|
| Pet Daycare Licence | Local Law No.3 (Commercial Licensing) 2013 and Subordinate Local Law No. 3.1 (Commercial Licensing) 2013 | Design Assessment - \$390 Initial Application and first year licence - \$540 Annual Licence Renewal - \$275 | Pet Daycare requires similar assessment and processing to Pet Shops therefore cost recovery fees are aligned to those licences. |
| Personal Tributes Permit | Local Law No.7 (Local Government Controlled Areas and Roads) 2013 and Subordinate Local Law No.7.1 (Local Government Controlled Areas and Roads) 2013 | No charge | These permits are intermittent in nature and a full cost analysis of providing the permit and its assessment would need to be undertaken at a later date once the permit process is live to fully understand the fee for service. |
| Landscaping of nature strips Permit | Local Law No.7 (Local Government Controlled Areas and Roads) 2013 and Subordinate Local Law No.7.1 (Local Government Controlled Areas and Roads) 2013 | No charge | These permits are intermittent in nature and a full cost analysis of providing the permit and its assessment would need to be undertaken at a later date once the permit process is live to fully understand the fee for service. |

REMOVAL OF FEES

| Activity | Applicable Local Laws | Proposed Fees (incl | Notes |
|----------------------------|--|---|--|
| | | GST where applicable) | |
| Extractive Industry | Local Law No.25 (Extractive Industries) | Annual Permit \$770 Road maintenance & Rehabilitation \$0.60 per haulage trip) | This local law has been repealed as a result of Council's local law review. |
| Election signs | Local Law No.3 (Commercial Licensing) 2013 and Subordinate Local Law No. 3.1 (Commercial Licensing) 2013 | Bond per candidate \$500 | This activity has been made a minimum standard rather than paying a bond. |
| Media Parking Permit | Local Law No.5 (Parking) 2013 and Subordinate Local Law No.3.1 (Parking) 2013 | Annual Permit \$206 | This permit activity was removed as part of the local law review process. |

OTHER CHANGES TO NOTE

- The General Contractor annual permit fee (\$206) is being replaced by the Works Zone Permit (\$206).
- The Residential Parking fee (\$60) is being replaced by two permits:
 - a) Residential (Single Residential) Permit (\$60) and
 - b) Residential (Multiple Residential) (\$60).
- Further minor edits of an administrative nature (for example, changing the regulatory head of power for existing charges, updating headings and references within the register) will be incorporated where required.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Act 2009

RISK MANAGEMENT IMPLICATIONS

Prompt amendment of the register (of fees and charges) will reduce the risk of Council charging for a service without a current head of power and the proposed (new) fees are also approved.

FINANCIAL/RESOURCE IMPLICATIONS

Delivery of the new permits and licences can be expected to involve a small increase in activity, which will be met from existing resources. Fees and charges for these activities, once set, will be at cost recovery.

The main areas affected are those where the fee is being removed. There were only 2 media permits issued in the past year and as such the removal of this fee involves a negligible reduction in revenue. Election signs was recognised as a bond and record through Council's Trust Fund register and then subsequently returned to candidates at completion of the election.

For Extractive Industries there is a reduction in revenue of approximately \$27,000 per year, primarily in relation to the per kilometre road maintenance contribution. Permits and contribution fees are paid on an annual basis at the start of each financial year, and as such a budget adjustment is not required for the current financial year.

COMMUNITY AND OTHER CONSULTATION

Consultation of the Local Laws has been identified in previous reports which includes Council staff, public and State Government consultation.

Consultation on this report has been undertaken with Transformation Project 9 team members plus Planning and Regulatory Services and Infrastructure and Environment business support staff.

CONCLUSION

As a result of Council's recent review of its Local Laws and approved amendments, there are some changes required to Council's Register of Fees and Charges. Those amendments have been presented for adoption.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1. Fees and Charges Register Extract (with track changes) 🗓 🖺

Paul Mollenhauer

TREASURY ACCOUNTING MANAGER

I concur with the recommendations contained in this report.

Jeffrey Keech

FINANCE MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"



Register of Fees and Charges

Extract of proposed amendments to take effect 10 December 2019

2. Animal Management

2.3 Commercial Licence Fees

2.3.1 Animal Licences (where involving a development application)

NOTE: On approval of the development application and prior to commencement of operation a relevant commercial licence must be obtained and fees paid in full.

2.3.2 Commercial Stable Licence

(May require planning and development approval prior to being considered)

| Design Assessment – Commercial Stable | \$390.00 | Local Law 1; Local Law 3 s <mark>65</mark> | (a) |
|--|----------|---|-----|
| Initial application and first year licence – Commercial Stable | \$365.00 | Local Law 1; Local Law 3 s <mark>65</mark> | (a) |
| Annual Licence Renewal – Commercial Stable | \$275.00 | Local Law 1; Local Law 3 s11 5 | (a) |

2.3.3 Pet Shop Licence

| Design Assessment – Pet Shop | \$390.00 | Local Law 1; Local Law 3 s <mark>65</mark> | (a) |
|---|----------|---|-----|
| Initial application and first year licence – Pet Shop | \$365.00 | Local Law 1; Local Law 3 s <mark>65</mark> | (a) |
| Annual Licence Renewal – Pet Shop | \$275.00 | Local Law 1; Local Law 3 s <u>11</u> 5 | (a) |

2.3.4 Pet Daycare Licence

| Design Assessment – Pet Daycare | <u>\$390.00</u> | Local Law 1; Local Law 3 s6 | <u>(a)</u> |
|--|-----------------|---------------------------------|------------|
| Initial application and first year licence – Pet Daycare | <u>\$540.00</u> | Local Law 1; Local Law 3 s6 | <u>(a)</u> |
| Annual Licence Renewal – Pet Daycare | <u>\$275.00</u> | Local Law 1; Local Law 3 s11 | <u>(a)</u> |

2.3.1-2.3.5 Commercial Cattery Licence (Selling, Boarding & Breeding)

(May require planning and development approval prior to being considered)

| Design Assessment – Commercial Cattery | \$390.00 | Local Law 1; Local Law 3 s <u>6</u> 5 | (a) |
|---|----------|--|-----|
| Initial application and first year licence – Commercial Cattery | \$365.00 | Local Law 1; Local Law 3 s <mark>65</mark> | (a) |
| Annual Licence Renewal – Commercial Cattery | \$275.00 | Local Law 1; Local Law 3 s <mark>511</mark> | (a) |

2.3.2 Commercial Kennels Licence (including training, selling, boarding and breeding kennels) (Dog registration fees additional)

| Design Assessment – Commercial Kennels | \$390.00 | Local Law 1; Local Law 3 s <mark>65</mark> | (a) |
|--|----------|---|-----|
| Initial application and first year licence – Commercial Kennel | \$540.00 | Local Law 1; Local Law 3 s <u>6</u> 5 | (a) |
| Annual Licence Renewal – Commercial Kennel | \$275.00 | Local Law 1; Local | (a) |

| Name | Year 19/20 Fee (incl. GST) | Legislative Provision / GST Head of Power | LGA s97(2) |
|---|----------------------------------|---|----------------|
| 5. Road Regulation | | | |
| 5.4 Regulated Parking – Permit Fees | | | |
| Permit – Commercial Vehicle: Annual | \$206.00 | Local Law 1; Local Law 5 seg Transport Operations (Road Use Management) Act 1995 | (a) |
| Permit – <u>Single</u> Resident <u>ial</u> : Annual | \$60.00 | Local Law 1; Local Law 5 s69 Transport Operations (Road Use Management) Act 1995 | (a) |
| Permit – Multiple Residential (up to 2) | <u>\$60.00</u> | Local Law 1; Local Law 5 s9 Transport Operations (Road Use Management) Act 1995 | <u>(a)</u> |
| Permit — Media: Annual | \$ 206.00 | Local Law 1; Local Law 5 s6 Transport Operations (Road Use Management) Act 1995 | (a) |
| Permit – General Contractor: Annual | \$ 206.00 | Local Law 1; Local Law 5-s6 Transport Operations (Road Use Management) Act 1995 | (a) |
| Permit – Work Zone | <u>\$206.00</u> | Local Law 1; Local Law 5 s9 Transport Operations (Road Use Management) Act 1995 | <u>(a)</u> |

5.5 Permits to carry out Works on Local Government Controlled Roads or implement Traffic Control

5.5.1 Works on Local Government Controlled Roads/Traffic Control Permits

If an application is withdrawn before assessment has commenced then a full refund (less the administration charge) will be granted. If work has commenced then cost recovery will occur.

(Refer relevant Local Laws and to https://www.ipswich.qld.gov.au/business/laws-and-permits-for-businesses/roads):

| Administrative amendment of a Permit (Minor): 5.5.1 Works on Local Government Controlled Roads/Traffic Control Permits | \$60.00 | Local Law 7 (Local Government Controlled Areas and Roads) s 610 Transport Operations (Road Use management) Act 1995 and Local Government Act s 75 | (a) |
|--|----------|---|-----|
| Amendment of a Permit e.g. changes to plans/design and/or extensions (Major): 5.5.1 Works on Local Government Controlled Roads/Traffic Control Permits | \$330.00 | Local Law 7 (Local Government Controlled Areas and Roads) s 610 Transport-Operations (Road Use management) Act 1995 and Local Government Act s 75 | (a) |

| | Year 19/20 | | |
|------|-------------|---|---------------|
| Name | Fee | Legislative Provision / GST Head of Power | LGA s97(2) |
| | (incl. GST) | Toda of Fores | 337 (2) |

8. Other Charges

8.1 External Parties Facility Access

| S0 7 . S11 | Key Deposit | \$45.00 | Local Law 4 (Permits) s67, s11 |
|-----------------------|-------------|---------|-----------------------------------|
|-----------------------|-------------|---------|-----------------------------------|

8.2 Election Signs

| Bond - Election Signs (per candidate) | \$ 500.00 | Local Government Act |
|---------------------------------------|----------------------|----------------------|
| | | s262(3)(c) |

Bond Fees must be paid prior to the erection of any campaign signage. The bond shall only be repaid upon notification by the applicant that all election signs have been removed within 14 days of the date of the election and following confirmation by Council's inspectors. For each and every sign not removed, the sum of \$50.00 will be forfeited to the Council from the bond-amount deposited. Council will then arrange for the removal of such signs after the expiration of the above and dispose of such signs.

| Name | Year 19/20 Fee (incl. GST) | Legislative Provision / GST Head of Power | LGA s97(2) |
|------|----------------------------------|--|---------------|
|------|----------------------------------|--|---------------|

1. Urban and Rural Greening

1.1 Personal Tributes

| Personal Tributes Permit | No charge | Local Law 7 s6 | <u>(a)</u> |
|--------------------------|-----------|----------------|------------|
| | | | |

1.2 Landscaping on Nature Strips

| Landscaping on Nature Strips Permit | No charge | Local Law 7 s6 | <u>(a)</u> |
|-------------------------------------|-----------|----------------|------------|
| | | | |

| Name | Year 19/20 Fee (incl. GST) | Legislative Provision / GST Head of Power | LGA s97(2) |
|------|----------------------------------|--|---------------|
|------|----------------------------------|--|---------------|

7. Extractive Industry Permit

| Annual permit fee to operate an Extractive Industry | \$ 770.00 | Local Law 25 (a) (Extractive Industries) s3 |
|--|----------------------|---|
| Road maintenance and rehabilitation contribution (cost per haulage trip) | \$ 0.60 | Local Law 25 (a) (Extractive Industries) s3 |

Doc ID No: A5902038

ITEM: 11

SUBJECT: MONTHLY PERFORMANCE REPORT - OCTOBER 2019

AUTHOR: FINANCE MANAGER

DATE: 14 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning Council performance for the period ending 31 October 2019, submitted in accordance with section 204 of the *Local Government Regulation 2012*.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

The attached report shows the financial results for the whole of council for October. Overall the net operating results (excluding capital revenue) for the Year to Date (YTD) is a deficit of \$3.5m against a budget deficit of \$4m. Operating Revenues were under budget \$498k whilst operating expenses were under budget by \$1.1m.

Commentary and analysis of the results is included in the report. Items to note include:

- Rates continue to be impacted by lower than forecast growth and utility charges
 pricing error and a timing difference of \$150k in the month due to early payment of
 rates. Growth is still below forecast and whilst it continues to be monitored there is a
 risk that this will not be recovered by financial year end.
- Town Planning Fees were under budget in the month and year to date due to a downturn in the development industry. The Planning and Regulatory Department have reviewed the results and are not aware of any specific reason for the decrease in the month in applications. With YTD revenue now \$1.1m below forecast, whilst

there is traditionally increased applications received before Christmas, there is a risk that the revenue below budget will not be received before financial year end.

- Material and services expenses continues to relate to service contracts due to drier conditions. YTD variance has decreased due to budget phasing movements which has been identified as a potential saving.
- Capital revenue from developer contribution and donated asset is still behind budget and will be monitored.
- Capital expenditure on the CBD in the month exceeded the monthly budget with work being completed ahead of schedule. Capital expenditure on other infrastructure projects is below YTD budgets,
- Cash held continues in line with forecasted cash balances.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The implications of the financial results YTD will be monitored by management and any changes or risks to Council's forecast position will be considered as part of Council's budget amendments. As highlighted above there is a risk to Council's forecast rates and utility charges revenue as a result of lower than forecast growth (especially from Quarter 4 in the 18/19 financial year). Year to date this has not been recovered and will be monitored after the half year results and any forecast revenue changes reflected in a February budget amendment.

Similarly, town planning applications will be monitored over the period up to 31 December where there are traditionally additional applications. Any risk that Council will not receive forecast revenue by financial year end will be reflected in a February budget amendment also.

The finance team is currently preparing a budget amendment for consideration by Council at its meeting on 10 December in relation to Council's recent decision in relation to the Retail Assets as part of the Nicolas Street redevelopment. As part of this amendment we will recommend amending the forecast waste utility charges revenue to remove the pricing error previously highlighted.

FINANCIAL/RESOURCE IMPLICATIONS

There are no specific financial implications as a result of this report.

COMMUNITY AND OTHER CONSULTATION

The contents of this report did not require any community consultation. Analysis and explanations of the variances is undertaken in conjunction with the various Departments.

CONCLUSION

The monthly performance report for October 2019 is included at Attachment 1.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1. Monthly Performance Report - October 2019 🗓 🖺

Jeffrey Keech

FINANCE MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"



Ipswich City Council

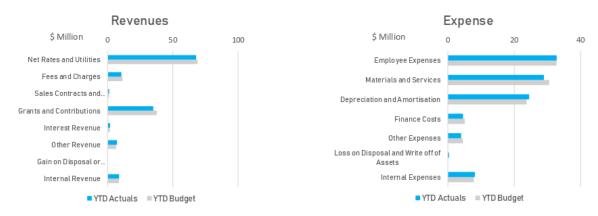
Performance Report

OCTOBER 2019

FINANCIAL EXECUTIVE SUMMARY

OCTOBER 2019

| | Ann | ıual | YTD | | | | |
|---|-------------------------------|------------------------------|------------------------------|--------------------|---------------------|---------------|------------------------|
| | Original Budget \$'000s | Current Budget \$'000s | Current Budget \$'000s | Actuals \$'000s | Variance \$'000s | Variance % | Trend from SEP 2019 |
| Operating Revenue | 322,435 | 322,435 | 100,295 | 99,797 | (498) | (0.5%) | ▼ |
| Operating Expense | 319,336 | 319,336 | 104,341 | 103,258 | 1,083 | 1.0% | ▼ |
| Operating Surplus/(Deficit) | 3,099 | 3,099 | (4.046) | (3,461) | 585 | (14.5%) | ▼ |
| Capital Revenue | 104,398 | 104,398 | 35,515 | 32,679 | (2,836) | (8.0%) | A |
| Net Result | 107.497 | 107,497 | 31,469 | 29,218 | (2.251) | (7.2%) | ▼ |
| | | | | | | | |
| Construction Program and Asset Purchase | 131,008 | 131,008 | 28,698 | 26,188 | 2,510 | 8.7% | A |
| CBD | 111,608 | 111,608 | 10,998 | 13,775 | (2,777) | (25.2%) | ▼ |
| Donated Assets | 69,732 | 69,732 | 23,236 | 21,982 | 1,254 | 5.4% | ▼ |
| Total Capital Expenditure | 312,348 | 312,348 | 62,932 | 61,944 | 988 | 1.6% | ▼ |



Net Result

The total Net Result (including capital revenues) for Ipswich City Council as at 31 October 2019 is \$29.2m compared to the YTD budget of \$31.5m. Council's operating deficit (excluding capital revenue) is approximately \$3.5m compared to the YTD budget deficit of \$4m.

Operating revenue is \$498k below the YTD Budget

The \$498k variance is made up of: rates and utilities revenue \$1.1m under budget which is impacted by growth and price, fees and charges \$853k under budget in town planning fees as a result of a downturn in the development industry, other revenue \$728k over budget, Sales Contracts and Recoverable Works \$202k over budget, operational grant revenue \$147k over budget and internal revenue \$129k over budget.

Operating expenses is \$1.1m below the YTD Budget as a result of:

The \$1. Im variance is made up of: materials and services \$1. 6m under budget primarily due to drier than expected weather conditions and internal expenses over budget \$340k. Employee expenses and other expenses are currently on budget. These items are discussed further in this report.

Capital Expenditure

Capital expenditure including CBD as at 31 October is \$988k below the YTD budget. Approximately \$61.9m has been expended to 31 October compared to the current YTD capital expenditure budget of \$62.9m.

- The Infrastructure Program is approx. \$2.1 million under the YTD Budget. Actual costs are \$22.8 million compared to the current YTD budget of \$24.9 million.
- Community, Cultural and Economic Department is \$304k under budget. Actual costs are \$98k compared to the YTD budget of \$402k. This primarily relates to delays in commencing work in the Community Safety and Innovation Branch.
- CBD over budget approx. \$2.8 million. Actual costs are \$13.8 million compared to the YTD budget of \$11 million. Overspend relates to works being ahead of schedule. A review of budget requirements and timing is currently being undertaken.

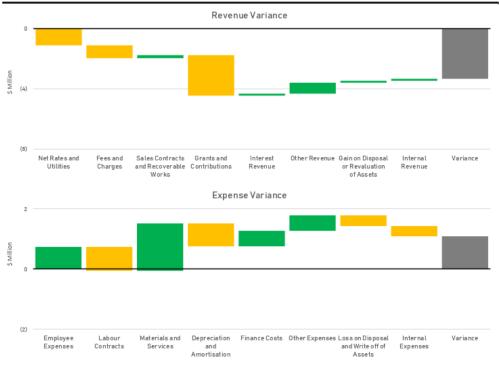
FINANCIAL EXECUTIVE SUMMARY

OCTOBER 2019

| | Annual YTD | | | | | | | |
|---|-------------------------------|------------------------------|------------------------------|--------------------|---------------------|---------------|------------------------|------|
| | Original Budget \$'000s | Current Budget \$'000s | Current Budget \$'000s | Actuals \$'000s | Variance \$'000s | Variance % | Trend from SEP 2019 | Note |
| Revenue | | | | | | | | |
| Net rates and utilities charges | 208,482 | 208,482 | 68,906 | 67,796 | (1,110) | (1.6%) | • | 1 |
| Fees and charges | 32,563 | 32,563 | 11,363 | 10,510 | (853) | (7.5%) | • | 2 |
| Gov't grants and subsidies | 18,260 | 18,260 | 5,349 | 4,778 | (571) | (10.7%) | • | 3 |
| Internal revenue | 25.613 | 25.613 | 8.686 | 8,815 | 129 | 1.5% | • | 4 |
| Other revenue (incl Donated Assets & Cash Contributions) | 141,915 | 141,915 | 41.507 | 40.577 | (930) | (2.2%) | • | 5 |
| Total Revenue | 426,833 | 426,833 | 135,811 | 132,476 | (3.335) | (2.5%) | A | |
| Expense | | | | | | | | |
| Employee expenses | 97,438 | 97,438 | 31,991 | 31,262 | 729 | 2.3% | • | 6 |
| Labour contracts | 2.070 | 2.070 | 734 | 1.524 | (790) | (107.6%) | • | 6 |
| Materials and services | 97,302 | 97,302 | 30,509 | 28,939 | 1,570 | 5.1% | • | 7 |
| Internal expense | 22,963 | 22,963 | 7.788 | 8,128 | (340) | (4.4%) | • | 8 |
| Other expenses | 99,563 | 99,563 | 33,318 | 33,404 | (86) | (0.3%) | • | 9 |
| Total Expenses | 319,336 | 319,336 | 104,340 | 103,257 | 1,083 | 1.0% | V | |
| Net Result | 107,497 | 107,497 | 31,471 | 29,219 | (2,252) | (7.2%) | v | |



OCTOBER 2019



Revenue

- 1. The net rates variance continues to be impacted by growth and waste charges as discussed previously. \$1. Im variance includes a timing variance of \$150k due to early payment patterns and is expected to clear by the end of the quarter. The remaining balance is made up of the following:
- Estimated impact of reduced growth for general rates and utilities is approximately \$250k YTD plus delays in the privision of new valuations from the Valuer General (estimated \$230k)
 - Waste charges pricing impact \$470k YTD
- As a result of valuation reductions Council has been required to make significant one-offprior period adjustments of \$340k YTD (including \$140k on a single property in October)
- We will continue to monitor growth however, based on current patterns Council is unlikely to recover full budget by year end.

 2. Fees and charges under budget \$858 which includes \$1.1 million in town planning and development fees due to a slight downturn in the development industry. P&R Department have reviewed the results and expect traditional higher aplications in November and Decmeber however, have currently have indicated the reduced revenue may not be fully recovered by year end. This is partially offset by higher than expected animal registrations, food business licences and parking infringements.
- 3. Under budget \$717k in capital grants revenue in lE relates to the Rosewood Library construction, Stategic Bikeways (Brisbane Valley Rail Trail Connector / Brassall Bikeway Stage 7).

 $Transport\,In frastructure\,Development\,Scheme,\,Passenger\,Transfport\,Accessible\,In frastructure\,Program\,and\,Baseball\,batting\,cages\,grants\,yet\,to\,be\,received\,(\$1.7\,million).\,This\,is\,off set\,by$

the Blackspot Project (Traffic signals School Rd/Fernbrooke Blvd) grant being received early (\$306k). As part of the offset six capital (\$637k) and three operational (\$186k) grants were

received that were not budgeted for. Capital Grants revenue is expected to be over budget by a further \$800k for the year relating to traffic signals.

- 4. Internal revenue over budget in IWS relates to SLA recovery for domestic services carried out by the commercial trucks. This is offset by internal expenses.
- 5. Also previously stated, based on the Queensland Urban Utilities Corporate Plan an additional \$3.9m of Dividend revenue is likely to be received during 2019-20 and will need to be considered in an upcoming budget amendment.

Expenses

- 6. Employee expenses including Labour contracts over budget \$61k or 0.2% YTD. These results were caused by approximately 39 net budgeted FTEs being vacant year to date. This is partially offset by contractual termination payments, higher costs of labour contracts and recalculation of leave provisions due to EBA rate increases which, prior to eHub implementation, were calculated in June.
- 7. Materials and services (excluding labour contracts) under budget \$1.6 million primarily in service contracts. The variance of \$762 in IE relates to drier conditions, works not commencing as expected and lower than expected maintenance costs. Y1D results were impacted by the rephasing of openspace budget (\$700k) to reflect better anticipated spend profiles. If current weather conditions continue there is the risk of a significant underspend in service contracts. \$491k underspend in PR includes a timing difference of approximately \$150k and underspend Y1D of consultants not yet engaged to review the new Planning Scheme and advertising and promotion activities not yet commenced.
- 8. Internal trading expense variance relates to the Department fleet cost recovery and indicates a lower utilisation of assets compared to budgeted expectations.
- 9. Other expenses over budget in IE primarily relating to depreciation (\$446k) and the loss on disposal of assets (\$354k). This is partially offset by Ohigher than forecast QTC Finance Costs in CS and waste levy expenditure in IWS.

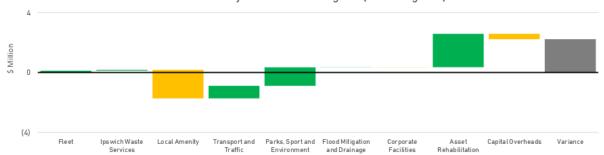
FINANCIAL EXECUTIVE SUMMARY

OCTOBER 2019

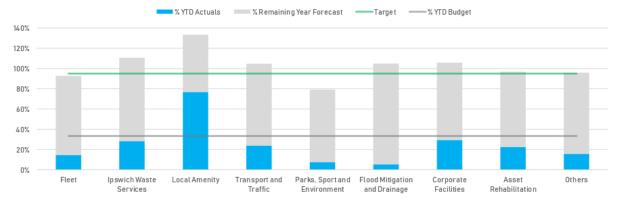
Capital

| | Ann | nual | YTD | | | | |
|--|----------|---------|---------|---------|----------|----------|------------|
| | Original | Current | Current | Actuals | Variance | Variance | |
| | Budget | Budget | Budget | | | | Trend from |
| | \$'000s | \$'000s | \$'000s | \$'000s | \$'000s | % | SEP 2019 |
| Coordination and Performance | 111,608 | 116,358 | 11,733 | 14,510 | (2.777) | (23.7%) | • |
| Corporate Services | 17,255 | 17,255 | 1,160 | 1,198 | (38) | (3.2%) | ▼ |
| Community, Cultural and Economic Development | 5,067 | 5,067 | 402 | 98 | 304 | 75.6% | A |
| Infrastructure and Environment | 108,156 | 103,406 | 26,401 | 24,157 | 2,244 | 8.5% | A |
| Planning and Regulatory Services | 530 | 530 | 0 | 0 | (0) | N/A | ▼ |
| Net Result | 242,616 | 242,616 | 39,696 | 39,962 | (267) | (0.7%) | ▼ |

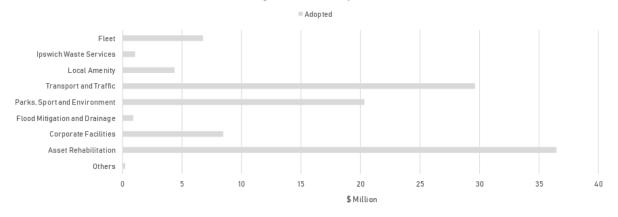




Capital Program (Excluding CBD) Actual and Forecast % of FY Budget



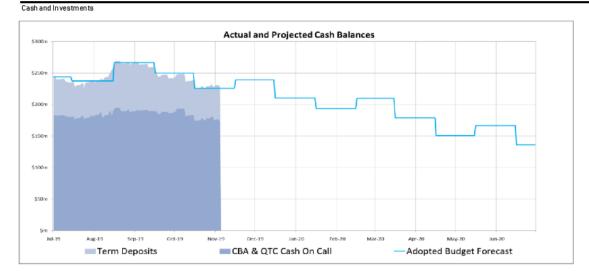
Capital Program (Excluding CBD) Budget Version Comparison

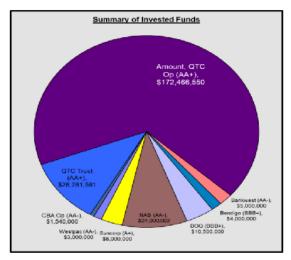


| | | | | CA | PITAL SU | JMMARY A | AS AT OC | TOBER 2019 |
|--|----------------------------------|---------------------------|--------------------------------------|-----------------------------------|-----------------------------------|----------------------------|-------------------------------------|--|
| | MTD Actual \$'000s | MTD Budget \$'000s | MTD Variance \$'000s | YTD Actual \$'000s | YTD Budget \$1000s | YTD Variance \$'000s | Full Year Budget \$'000s | EOY Forecast Comments \$'000s |
| Whole of Council | | | | | | | | |
| Construction Program and Asset Purchase Donated Assets Fotal Capital Expenditure | 14.107 7,484 21,591 | 11,038 5,809 16,847 | (3.069) (1.675) (4.744) | 39,962 21,982 61,944 | 39,696 23,236 62,932 | (267) 1,254 988 | 242,616 69,732 312,348 | 241.265 69.732 310.997 |
| Coordination and Performance | | | | | | | | |
| Construction Program and Asset Purchase | 735 | 735 | 0 | 735 | 735 | 0 | 4.750 | 4.750 CBD - Overspend relates to works being ahead of schedule. A review of budget requirements and timing is |
| CBD Development | 7,406 | 4,078 | (3,327) | 13,775 | 10,998 | (2,777) | 111,608 | 111,608 currently being undertaken. |
| Fotal Capital Expenditure | 8,140 | 4,813 | (3,327) | 14,510 | 11,733 | (2,777) | 116,358 | 116,358 |
| Corporate Services | | | | | | | | |
| Construction Program and Asset Purchase | 280 | 242 | (38) | 1,198 | 1,160 | (38) | 17,255 | 17,255 ICT - No issues. |
| Fotal Capital Expenditure | 280 | 242 | (38) | 1,198 | 1,160 | (38) | 17,255 | 17,255 |
| Community, Cultural and Economic Development | | | | | | | | |
| Construction Program and Asset Purchase | 35 | 273 | 238 | 98 | 402 | 304 | 5,067 | 5,067 Library - No issues. |
| | | | | | | | | Civic Centre - No issues. |
| | | | | | | | | Art Gallery - No issues. |
| | | | | | | | | Community Safety and Innovation - Under budget due to delays in commencing work. \$38k of works budgeted f September were delayed to November. |
| Total Capital Expenditure | 35 | 273 | 238 | 98 | 402 | 304 | 5,067 | 5,067 |
| Infrastructure and Environment | | | | | | | | |
| nfrastructure Program | 5,433 | 6,202 | 770 | 22,831 | 24,885 | 2,054 | 95,371 | 94,412 IE - Under budget \$2.1 million in Infrastructure Program. Under budget in asset rehabilitation (\$2.2 million) due to |
| | | | | | | | | delays in the sealed road, parks and sports facility rehabilition sub-programs. Under budget in parks, sport and environment (\$1.2 million) due to the potential deferral of projects in the strategic parks and sports and Enviorpl |
| Equipment Waste | 25 115 | 0 83 | (25) (31) | 34 297 | 55 346 | 21 49 | 220 1.050 | 211 sub-programs. This is partially offset by over hudget in Local Amenity (\$900k) due to 2018-19 expenditure on Ker |
| Fleet | 78 | (576) | (655) | 994 | 1,115 | 121 | 6,765 | 1.162 and Channel and Streetscape improvements occurring in the current financial year. 6.269 |
| | | | | | | | | Fleet - Under budget \$121k in Fleet primarily relates to awaiting delivery of trucks. Other vehicle replacement is a track. |
| Total Capital Expenditure | 5,651 | 5,709 | 59 | 24,157 | 26,401 | 2,244 | 103,406 | 102,055 |
| Planning and Regulatory Services | | | | | | | | |
| Construction Program and Asset Purchase | 0 | 0 | (0) | 0 | 0 | (0) | 530 | 530 Cemeteries - No issues. |
| Fotal Capital Expenditure | 0 | 0 | (0) | 0 | 0 | (0) | 530 | 530 |
| - | | - | 1-7 | | | 1-7 | | |
| Donated Assets | | | | | | | | |
| Coordination and Performance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Corporate Services Community, Cultural and Economic Development | 0 131 | 0 | 0 (131) | 0 131 | 0 | 0 (131) | 0 28 | 0 28 |
| nfrastructure and Environment | 7,353 | 5,809 | (1,544) | 21,851 | 23,236 | 1,385 | 69,704 | 69,704 |
| | | | | | | | n | • |
| Planning and Regulatory Services _ Total Donated Assets | 7.484 | 5.809 | (1,675) | 21,982 | 23,236 | 1,254 | 69,732 | 0 69,732 |

FINANCIAL EXECUTIVE SUMMARY

OCTOBER 2019





| Investments and Earnings Summary | Margin | % Return | \$ |
|-------------------------------------|--------|----------|---------------|
| CBA Operating Account | 0.004 | 1.25% | \$3,694,870 |
| Term Deposit Investments | 0.010 | 1.87% | \$54,500,000 |
| QTC Trust Fund Account | 0.008 | 1.73% | \$28,281,581 |
| QTC Operating Account - CBD | 0.008 | 1.73% | \$66,008,088 |
| QTC Operating Account - General | 0.008 | 1.73% | \$106,458,462 |
| QTC Operating Account - Total | 0.008 | 1.73% | \$172,466,550 |
| Total Invested funds (W.Avg return) | 0.009 | 1.75% | \$258,943,001 |
| Total Operating Funds (Ex Trust) | 0.009 | 1.76% | \$230,661,420 |

Cashflow

Council's cash and cash equivalents balance as at 31 October 2019 was \$230.7m. The end of period cash holdings includes \$66 million of carried forward unspent loan funds invested with QTC. Council's investments are made in accordance with Council's Investment Policy (adopted as part of the annual budget) with an average return percentage of 1.76%.

Doc ID No: A5918357

ITEM: 12

SUBJECT: QUOTE CONSIDERATION PLAN - COHGA (WEAVE) SPATIAL SOFTWARE

AGREEMENT

AUTHOR: BUSINESS SUPPORT MANAGER

DATE: 22 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning a Quote Consideration Plan to identify providers that have been classified as a sole or unique provider to Council.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That Council (Interim Administrator of Ipswich City Council) resolve to prepare a Quote Consideration Plan for Cohga (Weave) spatial software suite in accordance with section 230(1)(a) of the Local Government Regulation 2012.
- B. That Council (Interim Administrator of Ipswich City Council) resolve to adopt the Quote Consideration Plan for Cohga (weave) spatial software suite as outlined in the report by the Interim ICT Manager dated 22 November 2019 in accordance with section 230(1)(b) of the Local Government Regulation 2012.
- C. That Council (Interim Administrator of Ipswich City Council) resolve to enter into a contract with Cohga P/L for the provision of the Weave application on the terms described in the report by the Interim ICT Manager dated 22 November 2019.
- D. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with Cohga P/L to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the Local Government Act 2009.

RELATED PARTIES

Cohga Pty Ltd

405/443 Little Collins St

Melbourne, VIC, 3000

No conflict of interest/s declared by either party (Council and Cohga).

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

Over time, Council has made significant investment into ICT spatial information systems. Council now boasts a robust and industry leading spatial platform which offers Council staff and Customers a wide range of spatial functionality that supports many aspects of Council services from strategic planning through to daily operations and an increasing array of consumer solutions.

In 2016, as part of Council's investment and rationalisation of its spatial suite, and in particular decommissioning of legacy applications, a highly functional platform was provisioned, capable of meeting Council's needs both current and into the future.

Over recent years the benefits of and opportunities from access to rich information delivered spatially have come to the fore and Council has become more reliant on the ability to access information in this way on a day to day basis. The legacy applications previously commissioned by Council were very limited in regard to how they were able to access and deliver information spatially in a managed and efficient manner, resulting in an established requirement for a more efficient and effective solution.

Council invested effort in investigating current industry options and application agnostic solutions to enable users to benefit from more efficient use of information through a spatial interface. Also, consideration was given to the ability of Council to continuously improve integration and access to location based information through the solutions implemented into the future. The solution had to be capable of supporting increasing data sets and increasing use by large numbers of staff and external customers in a suitable manner that overcame historic proprietary based solutions. Ideally the preference was for a solution that was efficient to use, low in maintenance to keep functioning and application independence by using an industry standard delivery method and supporting a good data management focus.

Through the investigation process, it became evident that there were two, standout solutions that were most suitable to Council's requirements, providing desired efficiency, industry best practice, data and application agnosticism by using standardised delivery mechanisms. The solution chosen was Weave by Cohga an integration suite with excellent opportunities to integrate with our existing data and processes.

Council undertook a comprehensive market scan, approached a number of suppliers for Expression of Interest, and transparent evaluation process to determine the most cost effective provider, Cohga - Weave. A Proof of Concept was undertaken to ensure that a good fit for the business was achievable and a full implementation ensued through 2016.

The investment made to date into the Cohga - Weave Suite is \$227,230 ex GST, in addition to operational effort by the ICT Spatial Team.

At the time, other options considered included Pitney Bowes – Exponare, Chartis Technologies – Intramaps and Google Earth. The evaluation process defined a clear option for recommendation based on both cost and functionality.

To continue utilisation of the existing Cohga - Weave Suite, and leveraging Council's investment to date, Council need to renew the licensing maintenance and support agreement for 3 years. To achieve this, the attached memo details the Quote Consideration Plan for the Cohga – Weave Spatial Software Agreement (Attachment A) has been prepared in accordance with section 230(1) (b) of the *Local Government Regulation 2012*.

The Cohga - Weave Suite (the Suite) provides Council the ability to be able to deliver a scalable solution that is utilised to present location based information spatially through numerous web based applications. This information can be (and is) used in mapping solutions and allows the ability to show current and historic information and imagery for the City.

Through this Suite, Council can leverage significant current and historic data holdings dating which allows staff and community to identify current state and change across the City over time. The ability to use location based information such as this provides context in a spatial format to allow staff and public to visualise items or objects that Council wish to demonstrate or make people aware of.

Council Staff utilise this solution in day to day activities for planning, maintenance, and analysis through the internal mapping systems. The community also utilise this Suite through solutions such as Councils Eat Safe program, the Ipswich Planning website and numerous others being planned for the future. The imagery displayed using this Suite is also used for visual context when producing maps for internal Council use and any external map production required for Public or external engagement including Developers, other agencies and Emergency Management.

The efficiencies in using this Suite include managing the data that has to be provided across the Council Network and the internet as it automatically scales what is needed to be shown on the fly, thereby limiting the amount of data throughput and bandwidth cost.

Users are able to realise significant performance enhancements with this application. From a content perspective, data is served to clients using the protocol http.

The Suite has the intelligence to provide significant performance enhancement by taking advantage of the underlying infrastructure. Benefits are realised from its native 64-bit architecture and its support for massive data including imagery. In addition, it is has cache (memory) control to reduce bandwidth requirements and browser requests.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

The following general risks and mitigation strategies have been identified in relation to continuation of the annual maintenance agreement of the Cohga (Weave) Suite.

| Financial Risk | | • | Risk Level |
|----------------|------------------------------|---|------------|
| Likelihood | Possible | • | Low |
| Consequence | Minimal | | |

A financial risk exists in the event that the Vendor cease product support. Mitigation: This product is industry best practice and is used by a large user base in many areas of government locally and internationally. The likelihood that this will happen is very low. Cohga has a world-wide reputation and is well respected in the industry.

| • | Legal/ Governance Risk | | • | Risk Level |
|---|------------------------|-------|---|------------|
| • | Likelihood | • N/A | • | N/A |
| • | Consequence | • N/A | | |

There is no perceived Legal/ Governance risk.

| • | Political/ Reputation Risk | | | • | Risk Level |
|---|----------------------------|---|-----|---|------------|
| • | Likelihood | • | N/A | • | N/A |
| • | Consequence | • | N/A | | |

There is no perceived Political / Reputation Risk

| Environmental/ Public Hea | • Risk Level | |
|---|--------------|-------|
| • Likelihood | • N/A | • N/A |
| Consequence | • N/A | |

There is no perceived Environmental or Public Health Risk

| Workplace Health & Safety Risk | | Risk Level |
|--------------------------------|-------|------------|
| • Likelihood | • N/A | • NA |
| Consequence | • N/A | |

There is no WH&S Risk.

| Service Delivery/ Business Continuity Risk | | • | Risk Level |
|--|------------------------------|---|------------|
| Likelihood | Unlikely | • | Low |
| Consequence | Minimal | | |

There is a very low perceived delivery/ business continuity risk in relation to this suite, this has now been in use for three (3) years without significant concerns.

Mitigation: Not required.

| • | Cyber Security, security & | Confidentiality Risk | • | Risk Level |
|---|----------------------------|----------------------|---|------------|
| • | Likelihood | Unlikely | • | Low |
| • | Consequence | Minimal | | |

There is no specific perceived Cyber Security, Security or Confidentiality Risk. Mitigation: ICT practices and Firewalls etc. provide sufficient mitigation for this application through our network security which is constantly upgraded to provide sufficient mitigation.

FINANCIAL/RESOURCE IMPLICATIONS

This Quote Consideration Plan presents the procurement objectives and recommendations to provide continued maintenance and support for the Suite, and seeks approval to enter into a continuing annual agreement with an existing industry specialist partner, with an expected value of \$95,000 ex GST per annum as an ongoing operational cost.

No FTE implications, as is an implemented solution. BAU activity, providing a quality solution to Council.

COMMUNITY AND OTHER CONSULTATION

The contents of this report did not require any community consultation.

CONCLUSION

To enable Council to continue to leverage the significant investment into the ICT Spatial category, Council need to renew the licensing maintenance and support agreement for the core software solution, Cohga (Weave) Suite

To achieve this, a Quote Consideration Plan for the Cohga (Weave) Spatial Software Agreement (Attachment A) has been prepared in accordance with section 230(1)(b) of the Local Government Regulation 2012, for an annual term, for a period of 3 years (expiring 30/9/2022), for which Council approval is sought to proceed.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1. Quote Consideration Plan 🗓 🛗

Fiona Byrnes

BUSINESS SUPPORT MANAGER

I concur with the recommendations contained in this report.

Tony Welsh

INTERIM INFORMATION AND COMMUNICATIONS MANAGEMENT AND SUPPORT MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"

22 November 2019

MEMORANDUM

TO: GENERAL MANAGER (CORPORATE SERVICES)

FROM: INTERIM INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) MANAGER

RE: QUOTE CONSIDERATION PLAN: COHGA (WEAVE) SPATIAL SOFTWARE AGREEMENT

The renewal of the maintenance agreement for Cohga (Weave) Spatial Software presents a procurement situation where it is not feasible to obtain three (3) independent written quotes or to call for quotes or tenders for the renewal, as required under the Ipswich City Council Procurement Framework.

For such situations, the Local Government Regulation 2012 Section 230 allows a local government to enter into medium and large contractual agreements, without first inviting written quotes or tenders, through the preparation and adoption of a Quote or Tender Consideration Plan.

This Quote Consideration Plan provides the information required to comply with the regulation and to justify the use of the plan as an effective and appropriate alternative to seeking quotes or to calling for open tenders, in particular for circumstances where the incumbent supplier and service is required to be renewed.

COHGA (WEAVE) SOFTWARE SUITE

Council's Information and Communications Technology (ICT) goals currently promote that Council leverage, extend and maintain in-place systems and tools to maximise ICT investment into current technologies, as well as to provide fit for purpose applications and platforms to enable the business to efficiently and effectively provide services to the Ipswich (and wider) community.

The ICT Branch are committed to effectively managing and improving the quality and efficiency of ICT systems and services provided to its customers through better delivery of service and value.

The Cohga (Weave) Suite (the Suite) is a core solution that allows ICT to maintain a mechanism to distribute and display information in a spatially efficient manner as a service to Council staff and the Community. This may take multiple forms through different platforms.

Key functions and considerations of the Suite of software include:

- Provides a comprehensive data management and delivery solution. This includes the ability to reuse geospatial and business data into a web browser, and with the flexibility to have a variety of delivery options.
- As technology evolves, ICT have to consistently deliver geospatial and business data faster and with less hardware.
 - This suite provides the mechanism to present location based information in a number of simple to use, flexible solutions usable through a standard web browser.
 - The Suite supports common industry standards for information deployment, including imagery and information from external service providers.
 - The Suite allows simultaneous upkeep and presentation of information to internal facing and external customer facing solutions.
- For consistency and future proofing ICT solutions, it is important to embrace web services as a primary, native implementation for accessing data.
 - o This ensures the greatest interoperability and flexibility between solutions.
 - Provides the greatest flexibility for geospatial and business data delivery, enabling dissemination into any client, on any device.
- The requirement for a highly flexible solution which easily integrates with other Geographic Information System (GIS) environments. The Suite leverages existing business systems, such as Oracle®, Microsoft® SQL Server and PostgreSQL databases, Imagery services through Hexagon - Apollo.
- The Suite meets proven industry IT standards such as Java EE and REST integration to integrate
 into existing business environments, also meeting the organization's security requirements.

There is an ongoing and genuine requirement for the continued provision of the Suite to enable delivery of core spatial system functionality to Council and its Customers.

Cohga (WEAVE) SPATIAL SOFTWARE AGREEMENT

Licensing, maintenance and support agreements for ICT assets and solutions, particularly software, often present the following:

- Software solutions are often commissioned for a number of years following initial investment
 and implementation. The lifecycle of a core business solution is often excess of five (5) or
 even ten (10) years. To ensure investment is maximised, ongoing maintenance and support
 are generally required to ensure the functionality, security and stability of the software is
 maintained throughout the lifecycle.
- Software solutions enable Council staff to provide services to the community and, as such, solutions are embedded into daily operations. To replace a core business solution, there is a high level of organisational change involved, in addition to technical changes. An ICT sourcing and implementation project can often incur significantly more cost than that of a suitable maintenance arrangement.
- Software solutions that underpin many other solutions can easily become redundant and unsupported if not part of a strategic partnership with the relevant industry.
- It is often difficult to provide a realistic alternative or comparative provider and therefore clear choice against multiple solutions.
- Generally partnering with a long standing and well established industry specialist vendor, the
 risks to having a redundant solution is decreased.

• Often the proposition is not driven by price but rather by the identifiable quality of the solution and vendor, its fit within the organisation and industry with known support characteristics and a well-defined product road map.

Where an existing solution is considered fit for purpose, Council should continue to leverage, extend, renew and maintain the in-place to maximise the ICT investment. This presents a decreased risk posture and ensures the longevity of a service without compromising the ability to meet future demands and requirements through the provision of the Hexagon Suite of software.

This Quote Consideration Plan presents the procurement objectives and recommendations to provide continued maintenance and support for the Suite, and seeks approval to enter into a continuing annual agreement with an existing industry specialist partner, with an expected value of \$95,000 ex GST per annum.

1. The objectives of the plan

Scope

This plan has been prepared to assist Council officers to conduct the effective procurement to establish an agreement for the maintenance and support of Intergraph software, in order to continue to leverage existing Suite of software.

Plan objective

This quote consideration plan is intended to fulfil the following objectives:

- Support the Council's objectives to continue to deliver spatial services to support operations and customer needs and support decision making/planning
- Document Council's decision not to seek quotes or tender for the provision of software maintenance to this core spatial solution
- Establish an agreed support arrangement and identified cost for ongoing use of an already established product suite
 - a. Commitment to an ongoing annual reviewed relationship
 - b. Ensures that ICT can maintain long term support for a core product

While this plan provides an exemption for Council Officers sourcing competitive quotes for the maintenance of Cohga (Weave) software, all other areas of the process will proceed in accordance with the Ipswich City Council Procurement Framework.

2. How the objectives will be achieved

Council's objective is to continue to deliver core business ICT services and systems for its operations and to demonstrate that best value for money has been achieved in providing the solution. This objective will be achieved through annually establishing a suitable agreement for maintenance and support of the Cohga (Weave) software.

3. How the objectives will be measured

Indicators for measuring the delivery of outcomes and success of use of this quote or tender consideration plan include:

• The provision of ongoing maintenance and support to core spatial software, ensuring reduced risk of security exposure and interruption to daily business operations.

Any alternative ways of achieving the objectives and why the alternative ways were not adopted

In the current circumstance there are no known efficient or effective methods of achieving the objectives, outside of this contracting plan. The following options were investigated:

- 1. Alternative methods of engagement via Local or State Government Agreements under Section 234 or 230(f) of the Local Government Regulation 2012 were not selected as there were no suitable arrangements available for leverage for this solution.
- 2. Request for Quote was not selected as seeking quotes would limit the Australian market to the existing industry partner, Cohga (the current providers).
 - a. There are no alternative products on the market that currently meet the requirements of the existing solution.
 - b. The time required to seek quotations, let a contract, implement a new solution and managing an ICT project throughout transition represents a high risk to Council's current operations and service delivery.

5. The proposed terms of the contract for the goods or services

The terms of contract for the agreement is 3 years, with maintenance and support remitted on an annual basis. Total expected contract value is \$95,000 ex GST per annum (\$285,000 contract value).

6. A risk analysis of the market from which the goods or services are to be obtained

The following general risks and mitigation strategies have been identified in relation to continuation of the annual maintenance agreement of the Cohga (Weave) Suite.

| Financial Risk | | Risk Level |
|----------------|----------|------------|
| Likelihood | Possible | Low |
| Consequence | Minimal | |

A financial risk exists in the event that the Vendor cease product support.

Mitigation:

This product is industry best practice and is used by a large user base in many areas of government locally and internationally. The likelihood that this will happen is very low. Cohga has a world-wide reputation and is well respected in the industry.

| Legal/ Governance Risk | | Risk Level |
|------------------------|-----|------------|
| Likelihood | N/A | N/A |
| Consequence | N/A | |

There is no perceived Legal/Governance risk.

| Political/ Reputation Risk | | Risk Level |
|----------------------------|-----|------------|
| Likelihood | N/A | N/A |
| Consequence | N/A | |

There is no perceived Political / Reputation Risk

| Environmental/ Public Health Risk | | Risk Level |
|-----------------------------------|-----|------------|
| Likelihood | N/A | N/A |
| Consequence | N/A | |

There is no perceived Environmental or Public Health Risk

| Workplace Health & Safety Risk | | Risk Level |
|--------------------------------|-----|------------|
| Likelihood | N/A | NA |
| Consequence | N/A | |

There is no WH&S Risk.

| Service Delivery/ Business Continuity Risk | | Risk Level |
|--|----------|------------|
| Likelihood | Unlikely | Low |
| Consequence | Minimal | |

There is a very low perceived delivery/ business continuity risk in relation to this suite, this has now been in use for three (3) years without significant concerns.

Mitigation: Not required.

| Cyber Security, security & Confidentiality Risk | | Risk Level |
|---|---------|------------|
| Likelihood Unlikely | | Low |
| Consequence | Minimal | |

There is no specific perceived Cyber Security, Security or Confidentiality Risk.

Mitigation:

ICT practices and Firewalls etc. provide sufficient mitigation for this application through our network security which is constantly upgraded to provide sufficient mitigation.

Doc ID No: A5907734

ITEM: 13

SUBJECT: UPDATED TERMS OF REFERENCE FOR COUNCIL'S STANDING COMMITTEES

AUTHOR: COMMITTEE MANAGER

DATE: 18 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning an updated Terms of Reference (TOR) for Council's Standing Committees. The Terms of Reference was first submitted to Council in October 2018 and then again in November 2018. Since that time consultation has been undertaken with the Executive Leadership Team and the Interim Management Committee. As a result of the consultation a suggested updated TOR (to replace the five current Terms of Reference for each of the committees) has been prepared for consideration.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That an amended Terms of Reference for Council's standing committees, as detailed in Attachment 2, be adopted, replacing the five current Terms of Reference for each of the standing committees.

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity Managing growth and delivering key infrastructure Caring for the community Caring for the environment Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

At the October 2018 Council Ordinary Meeting a report on Council's Committee structure was adopted which incorporated the following recommendation:

That the Terms of Reference for the proposed standing committee structure as detailed in Attachment D to H of the report by the Chief Executive Officer dated 12 October 2018, be adopted.

At the November 2018 Governance Committee Meeting these TOR were amended again to further enhance the TOR documents and the following recommendations adopted:

- A. That the proposed Terms of Reference as detailed in Attachments A to E of the report by the Corporate Services Project Officer dated 25 October 2018, be adopted.
- B. That the Chief Executive Officer be authorised to amend any of the Terms of Reference as and when required, over the next two (2) to three (3) months and that the finalised terms of reference be presented to a future committee meeting for endorsement after that.

At the beginning of 2019 the TOR were circulated to all ELT members for comment. Comments received were collated and captured in a draft TOR which was then sent to the Interim Management Committee (IMC) members for comment. One of the suggested changes from the IMC was to combine all committee TOR into one TOR document covering all committees with appendices related specifically to each of the committees.

The proposed TOR has now been amended to take into account all comments received and is attached in track version (Attachment 1) and clean version (Attachment 2).

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

Local Government Act 2009

Local Government Regulation 2012

Ipswich City Council's Meeting Procedure Policy

Ipswich City Council's Councillor Code of Conduct

Councillor Staff Interaction Policy

RISK MANAGEMENT IMPLICATIONS

The Terms of Reference for Standing Committees is an important document that governs the way committees are run. It is vitally important that the TOR is updated as legislation and processes change to ensure the committees are governed in an agreed format that is open and transparent. By not approving this recommendation there is a risk of having an outdated TOR document.

FINANCIAL/RESOURCE IMPLICATIONS

There are no financial/resource implications associated with this report.

COMMUNITY AND OTHER CONSULTATION

Over the last year the Executive Leadership Team and the Interim Management Committee have been invited to provide their suggested amendments to the Terms of Reference. The Terms of Reference attached have now been updated with all suggestions.

CONCLUSION

Ipswich City Council's Terms of Reference for Standing Committees has been amended to incorporate suggested amendments including consolidation into one TOR document.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

- 1. Standing Committees Terms of Reference tracked 1.
- 2. | Standing Committees Terms of Reference clean J. T.

Vicki Lukritz

COMMITTEE MANAGER

I concur with the recommendations contained in this report.

Angela Harms

CORPORATE GOVERNANCE MANAGER

I concur with the recommendations contained in this report.

Andrew Knight

GENERAL MANAGER - CORPORATE SERVICES

"Together, we proudly enhance the quality of life for our community"

TERMS OF REFERENCE

IPSWICH CITY COUNCIL'S

ECONOMIC DEVELOPMENT COMMITTEE

GROWTH AND INFRASTRUCTURE COMMITTEE

COMMUNITIES COMMITTEE

ENVIRONMENT COMMITTEE

GOVERNANCE COMMITTEE

Adopted at the Council Ordinary Meeting held on 13 November 2018



Table of Contents

| Ι. | E31/ | ABLISTIVIENT |
|-----|------|--|
| 2. | SUP | PORTING LEGISLATION AND POLICY2 |
| 3. | PUR | POSE |
| 4. | sco | PE AND LIMITATIONS3 |
| 5. | AUT | HORITY/ DELEGATION |
| 5 | .1 | RESPONSIBILITIES4 |
| 6. | MEI | MBERSHIP4 |
| 6 | .1 | ROLE OF COMMITTEE MEMBERS5 |
| 6 | .2 | APPOINTMENT OF CHAIRPERSON6 |
| 6 | .3 | ROLE OF CHAIRPERSON6 |
| 6 | .4 | ADMISSION OF NON-MEMBERS TO DEBATE <u>76</u> |
| 7. | ME | TINGS7 |
| 7 | .1 | CONDUCT7 |
| 7 | .2 | FREQUENCY AND LOCATION |
| 7 | .3 | VOTING8 |
| 7 | .4 | QUORUM8 |
| 7 | .5 | MATERIAL PERSONAL INTEREST/CONFLICT OF INTEREST8 |
| 7 | .6 | AGENDA DISTRIBUTION8 |
| 7 | .7 | REPORTING GUIDELINES9 |
| 8. | REV | IEW AND PERFORMANCE EVALUATION9 |
| 8 | .1 | TERMS OF REFERENCE9 |
| 8 | .2 | PERFORMANCE EVALUATION9 |
| 9. | EVA | LUATION OF THE OPERATION OF THE COMMITTEE11 |
| ANI | NEXU | RE 1 – Economic Development Committee14 |
| ANI | NEXU | RE 2 – Growth and Infrastructure Committee16 |
| ANI | NEXU | RE 3 – Communities Committee |
| ANI | NEXU | RE 4 – Environment Committee20 |
| ANI | NEXU | RE 5– Governance Committee22 |

IPSWICH CITY COUNCIL COMMUNITIES COMMITTEE TERMS OF REFERENCE

1. ESTABLISHMENT

Ipswich City Council's committees comprising the Economic Development Committee, Growth and Infrastructure Committee, Communities Committee, Environment Committee and the Governance Committee The Communities Committee is are established as a-Standing Committees in accordance with section 264 of the Local Government Regulation 2012.

2. SUPPORTING LEGISLATION AND POLICY

This document should be read in conjunction with the following legislative instruments:

- Local Government Act 2009 ("the Act")
- Local Government Regulation 2012 ("the Regulation")
- Ipswich City Council Local Law No.2 (Council Meetings) 2013 ("Local Law No. 2")
- Ipswich City Council Subordinate Local Law No. 2.1 (Council Meetings) 2013 ("Sub Local Law No. 2.1") Ipswich City Council's Meeting Procedure Policy
- Ipswich City Council's Code of Conduct

•

All committee members must abide by the local government principles as outlined in the Act which are-

- (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.

3. PURPOSE

The <u>Communities</u> Committees will broadly align with the <u>following</u> Advance Ipswich 2015 Community Plan Themes:

<u>Economic Development Committee – "Strengthening our local economy and building prosperity"</u>

Growth and Infrastructure - "Managing growth and delivering key infrastructure"

<u>Communities Committee - "Caring for the Community".</u>

Environment Committee - "Caring for the Environment"

Governance Committee – "Listening Leading and Finance Management"

Refer relevant Annexure for the purpose of each committee.

The Communities Committee provides strategic direction and leadership on the responsibilities listed in section 6.2<u>7.4</u> while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

Refer relevant Annexure for the scope of each committee.

This Committee deals with issues across the range of community services, safety, community engagement, library services, cultural services, venues and community facilities and customer service matters.

Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

The Communities Committees make recommendations for consideration of the full council at its Ordinary meeting. The Communities Committees haves no delegated authority.

The main functions of the Committees are to:

- Provide a forum to enable complex or strategic issues to be discussed at length;
- Receive and consider officer's reports in order to provide a recommended course of action to council to determine matters outlined in the roles and responsibilities within the scope of the Committee.
- Where matters being considered are of a wider interest to the community and require/or attract media attention, contact shouldwill only be undertaken with the media-in accordance within accordance with the Media Policy.-(to be submitted to the December Governance Committee)
- The mayor and chief executive officer are the official spokespersons on council business and may choose to delegate other to act as spokespersons when appropriate.

5. AUTHORITY/ DELEGATION

The Communities Committees have has the power to only recommend a course of action to council.

Council, may by resolution, delegate powers under the Local Government Act or another Act to the Communities Committees to decide matters.

The powers delegated may be specific to an individual matter or in general terms to provide lasting authority to determine nominated issues. Such delegations must be in accordance with section 257 (Delegation of Local Government Powers) and section 260 (Local Government Delegations Register) of the Act.

5.1 ROLES AND RESPONSIBILITIES

The Committees are is charged with considering matters of policy or strategy relating to the following responsibilities and Services as outlined in the relevant Annexure:

Refer relevant Annexure for the responsibilities of each committee.

Responsibilities:

- Strengthen City's identity and branding
- Data collection, analysis, survey, community engagement
- Establish a community development framework
- Management of Council owned community centres
- Establish and foster collaborative partnerships
- Promote sustainable, healthy lifestyles, including promoting and supporting participation in sports
- Facilitate community safety and crime prevention and awareness
- Provide social infrastructure including performing and visual arts and libraries
- Develop community resilience and readiness

Services:

- Library Services
- Civic Centre arts and performance
- Studio 188
- Art Gallery

Council business referred to above will include such business relating to the Community Plan Theme "Caring for the Community".

6. MEMBERSHIP

Council at its Ordinary Meeting of 16 October 2018 (refer Officer's Report) resolved that the membership of the Communities-Committees be appointed in accordance with section 264 (Appointment of Committees) and section 266 (Alternate Members of Committee) of the Regulation and that Membership will be as outlined in the relevant Annexure.

Refer relevant Annexure for the membership of each committee.

as follows:

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Grea Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

Councillors will be appointed to the Committees for the term of the council unless otherwise removed by a resolution of council.

In keeping with <u>section 162 (When a Councillor's office becomes vacant</u>) of the Act, the office of a Councillor of <u>the any of the Communities</u> Committees will become vacant if the Councillor:

- is dismissed; or
- ceases to be qualified to be a Councillor under <u>Division 1 (Qualifications for Councillors)</u>;
 or
- is found, on a judicial review, to be ineligible to continue to be a Councillor; or
- does not comply with <u>section 169 (Obligations of Councillors before acting in office)</u>; or
- is absent, without the local government's leave, from 2 or more consecutive ordinary meetings of the local government over at least 2 months; or
- resigns as a Councillor by signed notice of resignation given to the chief executive officer;
 or
- dies; or
- becomes a local government employee

If the Councillor's office becomes vacant the Alternate Member will take the place of the absent Committee Member.

6.1 ROLE OF COMMITTEE MEMBERS

The role of a Committee Member is to consider and make recommendations on matters relating to the scope and responsibilities of the Committee, as they align to council achieving the goals for Council's Communities services and functions, as outlined in Council's Advance Ipswich Community Plan and the, Corporate and Operational Plans., Committee members will and considering the implementation of policies relating relevant to council's Corporate functions, in relation to the current and future interests of the residents of the local government area.

It is recommended that committee members allocate and schedule specific preparation time in their diaries once committee meeting dates have been set.

Before attending meetings, it is important that cCommittee members are responsible for allow adequate time to reading the agenda papers and, accompanying reports in advance of Committee meetings to and:

- identify matters of particular interest or which may be contentious
- identify any matters which need clarification or additional information to help inform you-their view, and to contact the Chair or relevant Department Head for assistance-further information or advice before the meeting
- identify any agenda items where you-they may have a material personal interest or conflict of interest and be ready to take appropriate action
- talk to committee member colleagues about their views and aspirations.

Setting aside sufficient time to prepare for the meeting, obtain additional information and consultation with stakeholders within the community is essential.

6.2 APPOINTMENT OF CHAIRPERSON

The Chairperson of the <u>relevant</u> Committee shall be appointed by the Council in accordance with section 267 (Chairperson of Committee) of the Regulation.

In the absence of the appointed Chairperson from a meeting, the members present will appoint an Acting Chairperson for the duration of that particular meeting.

6.3 ROLE OF CHAIRPERSON

The Chairperson is to ensure that the committee agenda meets the priorities set by the Council for the Committee and that processes adhere to the Meeting Procedure Policy.

The Chairperson becomes the spokesperson on behalf of council in discussing matters relating to the relevant Communities Committee with the community.

The role of Chairperson allows that Councillor to specialise in the areas relating to the <u>relevant Communities</u> Committee's <u>scope and</u> responsib<u>ilities</u> <u>e services and functions of council</u>.

The Chairperson should seek to ensure a productive working relationship with the relevant Department Head/s to optimise efficiency of the Committee and outcomes for the community.

In relation to the interaction of the Chairperson and members of the committee with staff, the committee members are to adhere to the policy titled Councillor Staff Interaction Policy.

The Chairperson is to facilitate open and constructive communication amongst committee members, encouraging their contribution to deliberations.

All requests for information and clarification are to be conducted within the committee meeting, as agreed by the Committee.

The Chairperson will preside at the meeting and conduct the meeting in accordance with Council's adopted meeting procedures. If there is a dispute about meeting procedure reference will be made to section 270 (Procedure at Meeting) of the Regulation and the Local Law No. 2.

6.4 ADMISSION OF NON-MEMBERS TO DEBATE

The Chairperson may invite a non-member to participate in the discussion of a particular item of business relating to the Communities relevant Committee in accordance with sections 13 and 19 of Local Law No. 2 Council's Meeting Procedure Policy.

7. MEETINGS

All meetings of the Committees shall be open to the public unless resolved by the relevant Committee that the meeting to be closed to the public for the purpose of discussing a matter deemed to be confidential in terms of section 275 (Closed Meeting) 275 of the Regulation, namely:

- the appointment, dismissal or discipline of employees; or
- · industrial matters affecting employees; or
- the local government's budget; or
- · rating concessions; or
- contracts proposed to be made by it; or
- starting or defending legal proceedings involving the local government; or
- any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; or
- other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

7.1 CONDUCT

Meetings must be conducted in accordance with the provisions of the Act and the Regulation. If there is a dispute regarding meeting procedure or the conduct of an individual, the Chairperson must refer to the Local Law No. 2the Meeting Procedure Policy and Council's Code of Conduct for councillors.

7.2 FREQUENCY AND LOCATION

The <u>Communities-relevant</u> Committee meetings <u>are</u> is held at the Council Chambers located at 45 Roderick Street, Ipswich, pursuant to <u>section 257 (Frequency and Place of Meetings)</u> of the Regulation.

The Communities—Committees will meet on Tuesday the week prior to the Council Ordinary Meeting at the times set out in the relevant Annexure.

Refer relevant Annexure for the timing of each committee.

10.30 am or 10 minutes after the conclusion of the Growth and Infrastructure Committee, whichever is the earlier unless otherwise agreed by resolution of Council.

Although the Communities Committees shall meet monthly, the Committee can also decide to meet more frequently as and when required by the members.

The schedule of the Communities Committee meetings are is to be adopted in November of each year for the following calendar year.

In accordance with <u>section 277 (2) (Public Notice of Meetings) of the Regulation</u> the schedule of meetings must be published in a newspaper, circulating generally in its area, at least once a year.

It should be noted that from time to time it may be necessary to hold a committee meeting outside the adopted committee calendar. In such circumstances the Corporate Services Branch will be responsible for advertising the new meeting on council's website and publishing the meeting advice in the local papers as per section 277 (Public Notice of Meetings) of the Act. Committee Members will receive the Agenda for the new meeting 2 days before the date of the meeting in accordance with section 258 (Notice of Meetings) of the Act.

7.3 VOTING

The following practices apply to voting at the Committee meeting:

- Each Councillor is entitled to one vote and must be physically present at the meeting to cast their vote.
- Voting at the Committee meeting can be conducted by open means (such as on the voices, by show of hands or such other electronic means as determined by Council).
- A Councillor who is present at a Committee meeting but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- For all motions on the agenda and business paper the Committee will record the names of those Councillors who supported the motion and those who opposed (or are taken to have opposed) the motion with the exception of Procedural Motions.
- This <u>C</u>clause extends to a meeting or part of a meeting that is closed to the public.
- Council will record all voting in a voting register managed by Committee Section, Corporate Services Branch.

7.4 QUORUM

A quorum of the Communities Committees is are defined in accordance with section 269 (Quorum) of the Regulation:

- A quorum of a committee is a majority of its members.
- · However, if the number of members is an even number, one-half of the number

8

is a quorum

7.5 MATERIAL PERSONAL INTEREST/CONFLICT OF INTEREST

In accordance with <u>section 175C</u> - Councillor's material personal interest and <u>175E</u> - Councillor's conflict of interest of the Act, committee members must declare their interest, whether they be <u>personal</u>, material, real or perceived.

7.6 AGENDA DISTRIBUTION

The Agenda for this all committees will be distributed in accordance with section 258 (Notice of Meetings) of the Regulation. Council aims to distribute the committee agenda at least two (2) clear business days prior to the meeting date.

7.7 REPORTING GUIDELINES

In accordance with <u>section 272(6) of the Regulation</u> Council resolved at its Post-Election Meeting held on 8 April 2016 to exempt its standing committees from keeping minutes of its proceedings.

In accordance with <u>section 272(8)</u> of the Regulation, Council will continue with the existing practice of providing a written report of committee recommendations to the Ordinary Council meeting for consideration and adoption.

Even though written reports of the committee's proceedings are submitted to Council, in keeping with the local government principle relating to 'transparent and effective processes and decision making in the public interest', reports of the committee will now include a statement of reasons for any amendments to an officer's recommendation as well as a written record of any significant points of discussion regarding the report and its recommendation/s.

8. REVIEW AND PERFORMANCE EVALUATION

8.1 TERMS OF REFERENCE

The Communities Each Committee shall review these Terms of Reference at the first Communities meeting of each calendar year or as and when required.

8.2 PERFORMANCE EVALUATION

The committee shall undergo a self-assessment process to ensure alignment with these Terms of Reference, enhance the effectiveness of the committee by identifying strengths and weaknesses, flagging areas for improvement and planning for future action as appropriate.

To ensure all the services, functions and business of the Committees are undertaken in an appropriate and effective manner, the self-assessment process shall be undertaken on a six monthly basis, in June and December each year.

At the first Communities Meeting of each calendar year the Communities

Committee shall undergo a self-assessment process to ensure all the services and functions and business of the Committee is being dealt with in an efficient and effective manner.

- An evaluation form (attached), along with a covering email, will be sent to members of the committee in June and December each year so that the evaluation can be undertaken, assessed and an outcome report submitted in time for the July and January meetings.
- The covering email will explain how to complete the survey, when it must be returned by, where it must be sent and what will be done with the results.
- Evaluation forms are to be returned to the Chief Executive Officer who will then collate them for panel review.
- The panel shall comprise of the Mayor, Chairperson of the Committee,
 Deputy Chairperson and Chief Executive Officer (Chair).
- The panel will review and moderate the responses.
- Any moderated score of 4 or 5 will require action to be recommended back to the committee.
- A report with the results of the survey and any recommended actions by the panel will be submitted for implementation to the July and January meetings.

9. EVALUATION OF THE OPERATION OF THE COMMITTEE

| B1 4 | f Committee I | M I | / · · I | ۸. |
|---------|---------------|----------|-----------|----|
| Mame of | r Committee i | viemberi | loptionai | |

| Strongly Agree | <u>Agree</u> | Neither Agreenor | <u>Disagree</u> | Strongly Disagree |
|----------------|--------------|------------------|-----------------|-------------------|
| | | Disagree | | |
| <u>1</u> | <u>2</u> | <u>3</u> | 4 | <u>5</u> |

Please circle your response in accordance with the above range.

LEADERSHIP TEAMWORK AND RELATIONSHIPS

| | Do members of | f the Committee mai | ntain a workable re | lationship with othe | r members of t |
|---|------------------|-------------------------|----------------------|----------------------|----------------|
| | Committee? | | | | |
| | | | | | |
| | 1 | 2 | <u>3</u> | <u>4</u> | <u>5</u> |
| | | | | | |
| | Does a relations | hip of respect exist be | tween each membe | r of the Committee? | |
| | | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| | | | | | |
| | Are the views of | all members respecte | d during discussions | at Committee Meetin | ngs? |
| _ | Are the views of | all members respecte | d during discussions | at Committee Meetin | ngs? |
| | Are the views of | all members respecte | d during discussions | at Committee Meetin | ngs? |
| | Are the views of | - | _ | | |
| | 1 | 2 | 3 | 4 | |
| | 1 | - | 3 | 4 | |
| | 1 | 2 | 3 | 4 | |

| | 1 | 2 | 3 | 4 | 5 |
|-------------------|--|--|---|--------------------------|------------------|
| | | | | | |
| 6. | Do the member | s challenge the Chair | asappropriate? | | |
| | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| | TINGS | | | | |
| 7. | Do all members | arrive on time for the | e commencement or t | Committee Meetings | <u>c</u> |
| | <u>1</u> | 2 | <u>3</u> | 4 | <u>5</u> |
| 8. | Is sufficient time | e allowed for membe | ers to prepare for me | etings? | |
| | 1 | <u>2</u> | 3 | 4 | <u>5</u> |
| 9. | Do Committee r | nembers allocate suf | ficient time in the day | to dedicate to Comm | nittee business? |
| | 1 | 2 | 3 | 4 | <u>5</u> |
| сомі | MITTEE TERMS O | FREFERENCE | | | Page 2 |
| | | | | | |
| | | | | | |
| <u>10.</u> | Is sufficient info | rmation supplied to | members prior to the | Meeting? | |
| | | | | | |
| | 1 | 2 | 3 | 4 | <u>5</u> |
| 11. | _ | | | 4 needs of the member | |
| 11. | _ | | | | |
| 11. | Do agendas, pre | esentations and form | at of papers suit the r | needs of the member | s? |
| | Do agendas, pre | esentations and form 2 | at of papers suit the r | needs of the member | s? |
| | Do agendas, pre 1 Are meetings pro | 2 oductive and effective | at of papers suit the r | 4 4 | <u>s?</u> |
| 12. | Do agendas, pre 1 Are meetings pro | 2 oductive and effective | 3 3 | 4 4 | <u>s?</u> |
| 12. | Do agendas, pre 1 Are meetings pro 1 Is the focus of the | esentations and form 2 aductive and effective 2 be Committee on impose | 3 2 3 ortant strategic and po | 4 licy issues? | <u>s?</u> 5 |
| 12. | Do agendas, pre 1 Are meetings pro 1 Is the focus of the | esentations and form 2 oductive and effective 2 de Committee on impo | 3 2 3 ortant strategic and po | 4 licy issues? | <u>s?</u> 5 |
| 12. 13. | Do agendas, pre 1 Are meetings pro 1 Is the focus of the 1 Is the duration of | esentations and form 2 Eductive and effective 2 Ele Committee on import 2 If the meetings appropri | 3 2 3 2 3 2 3 2 2 3 2 2 3 2 2 | 4 licy issues? | <u>s?</u> |
| 12. 13. 14. | Do agendas, pre 1 Are meetings pro 1 Is the focus of the 1 Is the duration of the durati | 2 DURCES | 3 2 3 2 3 2 3 2 2 3 2 2 3 2 2 | 4 dicy issues? 4 | <u>s?</u> |
| 12. 13. 14. | Do agendas, pre 1 Are meetings pro 1 Is the focus of the 1 Is the duration of the durati | 2 DURCES | 3 ortant strategic and poriate? | 4 dicy issues? 4 | <u>s?</u> |

| 1 | | 2 | 3 | 4 | <u>5</u> | |
|-----------|------------------|------------------------|---------------------|-------------------|-----------|--|
| . Has th | e Committee ade | quate and ready acces | ss to appropriate r | esources? | | |
| 1 | | 2 | 3 | <u>4</u> | <u>5</u> | |
| . Are all | reports thorough | ly reviewed, including | ; enquiry into fina | ncial and risk ma | nagement? | |
| 1 | | 2 | 3 | | <u>4</u> | |
| | | | | | | |

| I am satisfied w | vith my commitment a | and contribution to th | ne Committee's delib | erations? |
|------------------|-----------------------------------|--------------------------------|------------------------|-----------|
| 1 | 2 | 3 | 4 | <u>5</u> |
| Other commen | ts / suggestions (Pleas | se detail) | | |
| | | | | |
| | | | | |
| The strengths o | of the Communities Co | mmittee are: (Please | specify) | |
| | | | | |
| | | | | |
| | | | | |
| Improvement c | opportunities of the Ge | ommunities Committe | ee are: (Please specif | <u>v)</u> |
| Improvement o | pportunities of the Cc | ommunities Committe | ee are: (Please specif | v) |
| Improvement o | pportunities of the Ge | ommunities Committe | ee are: (Please specif | ΥÌ |
| | opportunities of the Ce | | | |

<u>Date</u>

| VERSION | COMMITTEE CONSIDERATION DATE | COUNCIL ADOPTION DATE |
|---------|------------------------------|-----------------------|
| V1 | Council Ordinary Meeting | 16 October 2018 |
| V2 | Council Ordinary Meeting | 13 November 2018 |
| V3 | | |
| | | |

ANNEXURE 1 - Economic Development Committee

3. PURPOSE OF COMMITTEE

<u>The Economic Development Committee provides direction on the responsibilities listed</u> <u>below recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.</u>

4. SCOPE AND LIMITATIONS

This Committee deals with issues across Council's range of economic development related issues such as employment, business, tourism, education etc., relevant to the residents and business of Ipswich. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Business advancement and attraction
- Technology advancement to strengthen the digital economy
- Trade and export links
- Lifelong learning and skills enhancement
- Developing Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre
- Supporting the growth and operation of RAAF Base Amberley and associated aerospace and defence industries
- Diversifying the local economy

Services:

- Marketing and Communications (media management, content development, graphic design, advertising, digital, photography, videography, collateral and merchandise)
- Events (planning, venue and site management, staging, catering, and risk management and procedure)
- Economic Development (investment attraction, commercial promotion, business liaison, skills development, industry advocacy, business events, international delegations, research and reporting)
- Tourism (destination marketing, industry development, event maximisation, visitor servicing, sales and wayfinding)

Council business referred to above will include such business relating to the Advance Ipswich Community Plan Theme "Strengthening our local economy and building prosperity".

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

• Insert Councillor name

7.2 FREQUENCY

<u>The Economic Development Committee will meet on the Tuesday the week prior to the Council</u>
<u>Ordinary Meeting at 8.30am, unless otherwise agreed by resolution of Council</u>

ANNEXURE 2 - Growth and Infrastructure Committee

3. PURPOSE OF COMMITTEE

The Growth and Infrastructure Committee provides strategic direction on the community's priorities listed in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with issues across a range of Growth and Infrastructure related issues such as land use planning, local area planning, master planning, traffic and transport planning, infrastructure management (including construction of new assets and maintenance of current assets), , conservation of places of cultural heritage significance. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Managing growth and development in order to create a socially, ecologically and economically sustainable environment
- Developing a compact, sustainable, mixed use urban form
- Meeting the community's housing needs while encouraging housing diversity
- Establishing business and industry activity nodes
- Providing an integrated open space network
- Conserving places of cultural heritage significance
- Providing adequate infrastructure to support growth
- Providing a safe, reliable and sustainable transport system
- Deliver Council's Capital Works Program, managing projects through their entire lifecycle (from identification concept design, detailed design, construction and handover)
- Management of the traffic signals network and associated systems, ITS technologies e.g.
 Connected Intelligent Traffic System (C-ITS)
- Provision of transport infrastructure to align with iGO the City of Ipswich Transport Plan

Services:

- Transport Network Planning and Policy Development
- Delivery of Council's Capital works Program, managing projects through their entire lifecycle (from initial concept design, details design, construction and handover)
- Professional design services for road, drainage, open space and built projects
- Program management and construction delivery services
- Response to special construction programs as needed (e.g. Flood Recovery Programs)
- 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 compliance.

<u>Council business referred to above will include such business relating to the Advance</u> Ipswich Community Plan Theme "Managing growth and delivering key infrastructure".

6. MEMBERSHIP

Chairperson:

Greq Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Growth and Infrastructure Committee will meet will meet on Tuesday the week prior to the Council Ordinary Meeting at 9.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Economic Development Committee, unless otherwise agreed by resolution of Council.

ANNEXURE 3 - Communities Committee

3. PURPOSE OF COMMITTEE

The Communities Committee provides strategic direction on the community's priorities listed in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

The Communities Committee deals with issues across Council's range of arts, culture and community services, including Library Services, the Ipswich Art Gallery, performing arts and other Council owned venues and community facilities. Its purpose includes community safety, community engagement and the delivery of a broad range of learning and recreation programming.

5.1 RESPONSIBILITIES

Responsibilities:

- Strengthening City's identity and branding
- Engagement with the community
- Collection and analysis of data relating to communities in Ipswich
- Managing Council owned community facilities including but not limited to libraries, performing and visual arts, sports clubs and community centres
- Establishing and fostering collaborative partnerships to enhance outcomes for the community
- Promoting sustainable, healthy lifestyles, including promoting and supporting participation in sports
- Facilitating community safety and crime prevention and awareness
- Developing community resilience and readiness relating to disaster management

Services:

- Library Services
- Function, venue hire and catering services
- Ipswich Art Gallery

<u>Council business referred to above will include such business relating to the Advance Ipswich Community Plan Theme "Caring for the Community".</u>

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name
- <u>Insert Councillor name</u>
- Insert Councillor name
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Communities Committee will meet at 10.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Growth and Infrastructure Committee, unless otherwise agreed by resolution of Council.

ANNEXURE 4 - Environment Committee

3. PURPOSE OF COMMITTEE

The Environment Committee provides direction and leadership on the responsibilities community's priorities listed in section 5.1-below while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with issues across Council's the range of sport and community services, management of parks, open spaces, council's sporting venues, disaster management, maintenance of parks and open spaces and delivery of community activities such as tree planting days etc. The Committee also deals with the management and maintenance of Council's vehicle fleet including car, trucks and machinery. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Conserve important areas of native habitat and vegetation
- Implement Ipswich Enviroplan
- Develop conservation partnerships with key community and government stakeholders
- Protect waterways
- Enhance urban greening
- Use resources efficiently and sustainably, including waste reduction, re-use and recycling
- Improve environmental awareness, education and compliance
- Management, maintenance and operations services/activities to the whole of Council asset base
- Planning of the open space network

Services:

- Delivery and activation of sport and recreation opportunities within the City
- Management and maintenance of Council's vehicle fleet including car, trucks and machinery
- Maintenance of parks and open spaces
- Delivery of community activities such as tree planting days, Kids Go Wild, etc.
- Disaster Management Planning

<u>Council business referred to above will include such business relating to the Community Plan Theme "Caring for the Environment".</u>

6. MEMBERSHIP

Chairperson:

Greq Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Environment Committee will meet on the Tuesday the week prior to the Council Ordinary Meeting at 11.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Communities Committee, unless otherwise agreed by resolution of Council.

ANNEXURE 5- Governance Committee

3. PURPOSE OF COMMITTEE

The Governance Committee provides direction and leadership on the responsibilities community's priorities listed below in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with a range issues across Council's -of-internal council services, such as budget development, long term financial planning, corporate risk, committee services, Councillor support, property services and customer service, and Information and Communication. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Provide sound and sustainable financial management and budgeting
- Provide good governance and leadership
- Provide comprehensive and meaningful community engagement
- Create good neighbourly relations through community information, education and necessary compliance action
- Maintain a consistent and efficient approach to law enforcement and compliance actions

Services:

- Accounting, financial and business analysis functions and services
- Customer services
- rates/property services
- Delivery of training
- Development, implementation and coordination of information, communication and technology (ICT) services
- Risk management and insurance services,
- Committee process
- Corporate travel
- Right to Information and Information Privacy
- Probity
- Property services
- Business improvement and corporate services

<u>Council business referred to above will include such business relating to the Advance Ipswich</u> <u>Community Plan Theme "Listening Leading and Finance Management".</u>

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Governance Committee will meet on the Tuesday the week prior to the week prior to the Council Ordinary Meeting at 12.30 pm or within any period of time up to a maximum of 10 minutes after the conclusion of the Environment Committee, unless otherwise agreed by resolution of Council

TERMS OF REFERENCE

IPSWICH CITY COUNCIL'S

ECONOMIC DEVELOPMENT COMMITTEE
GROWTH AND INFRASTRUCTURE COMMITTEE
COMMUNITIES COMMITTEE
ENVIRONMENT COMMITTEE
GOVERNANCE COMMITTEE

Adopted at the Council Ordinary Meeting held on 13 November 2018



Table of Contents

| 1. | | EST | ABLISHMENT | 2 |
|----|------|-------|---|----|
| 2. | | SUP | PORTING LEGISLATION AND POLICY | 2 |
| 3. | | PUR | POSE | 3 |
| 4. | | sco | PE AND LIMITATIONS | 3 |
| 5. | | AUT | HORITY/ DELEGATION | 3 |
| | 5.: | 1 | RESPONSIBILITIES | 3 |
| 6. | | MEN | MBERSHIP | 4 |
| | 6. | 1 | ROLE OF COMMITTEE MEMBERS | 4 |
| | 6. | 2 | APPOINTMENT OF CHAIRPERSON | 5 |
| | 6. | 3 | ROLE OF CHAIRPERSON | 5 |
| | 6.4 | 4 | ADMISSION OF NON-MEMBERS TO DEBATE | 5 |
| 7. | | MEE | TINGS | 5 |
| | 7. | 1 | CONDUCT | 5 |
| | 7. | 2 | FREQUENCY AND LOCATION | 5 |
| | 7. | 3 | VOTING | 6 |
| | 7.4 | 4 | QUORUM | 6 |
| | 7. | 5 | MATERIAL PERSONAL INTEREST/CONFLICT OF INTEREST | 7 |
| | 7. | 6 | AGENDA DISTRIBUTION | 7 |
| | 7. | 7 | REPORTING GUIDELINES | 7 |
| 8. | | REV | IEW AND PERFORMANCE EVALUATION | 7 |
| | 8. | 1 | TERMS OF REFERENCE | 7 |
| | 8. | 2 | PERFORMANCE EVALUATION | 7 |
| 9. | | EVA | LUATION OF THE OPERATION OF THE COMMITTEE | 9 |
| ΑI | ΝN | EXU | RE 1 — Economic Development Committee | 12 |
| ΑI | ΝN | EXU | RE 2 – Growth and Infrastructure Committee | 14 |
| ΑI | ΝN | EXU | RE 3 – Communities Committee | 16 |
| ΑI | ΝN | EXU | RE 4 – Environment Committee | 18 |
| ۸۱ | LIKI | EVIII | PEE-Governance Committee | 20 |

IPSWICH CITY COUNCIL STANDING COMMITTEES TERMS OF REFERENCE

1. ESTABLISHMENT

Ipswich City Council's committees comprising the Economic Development Committee, Growth and Infrastructure Committee, Communities Committee, Environment Committee and the Governance Committee are established as Standing Committees in accordance with section 264 of the Local Government Regulation 2012.

2. SUPPORTING LEGISLATION AND POLICY

This document should be read in conjunction with the following legislative instruments:

- Local Government Act 2009 ("the Act")
- Local Government Regulation 2012 ("the Regulation")
- Ipswich City Council's Meeting Procedure Policy
- Ipswich City Council's Code of Conduct

All committee members must abide by the local government principles as outlined in the Act which are-

- (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.

3. PURPOSE

The Committees will broadly align with the following Advance Ipswich 2015 Community Plan Themes:

Economic Development Committee – "Strengthening our local economy and building prosperity"

Growth and Infrastructure - "Managing growth and delivering key infrastructure"

Communities Committee - "Caring for the Community".

Environment Committee - "Caring for the Environment"

Governance Committee - "Listening Leading and Finance Management"

Refer relevant Annexure for the purpose of each committee.

4. SCOPE AND LIMITATIONS

Refer relevant Annexure for the scope of each committee.

Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

The Committees make recommendations for consideration of the full council at its Ordinary meeting. The Committees have no delegated authority.

The main functions of the Committees are to:

- Provide a forum to enable complex or strategic issues to be discussed;
- Receive and consider officer's reports in order to provide a recommended course of action to council to determine matters within the scope of the Committee.
- Where matters being considered are of a wider interest to the community and require/or attract media attention, contact will only be undertaken in accordance with the Media Policy.(to be submitted to the December Governance Committee)

5. AUTHORITY/ DELEGATION

The Committees have the power to only recommend a course of action to council.

Council, may by resolution, delegate powers under the Local Government Act or another Act to the Committees to decide matters.

The powers delegated may be specific to an individual matter or in general terms to provide lasting authority to determine nominated issues. Such delegations must be in accordance with section 257 (Delegation of Local Government Powers) and section 260 (Local Government Delegations Register) of the Act.

5.1 RESPONSIBILITIES

The Committees are charged with considering matters of policy or strategy relating to the responsibilities and services as outlined in the relevant Annexure:

Refer relevant Annexure for the responsibilities of each committee.

6. MEMBERSHIP

Council at its Ordinary Meeting of 16 October 2018 resolved that the membership of the Committees be appointed in accordance with <u>section 264 (Appointment of Committees)</u> and <u>section 266 (Alternate Members of Committee)</u> of the Regulation and that Membership will be as outlined in the relevant Annexure.

Refer relevant Annexure for the membership of each committee.

Councillors will be appointed to the Committees for the term of the council unless otherwise removed by a resolution of council.

In keeping with <u>section 162 (When a Councillor's office becomes vacant)</u> of the Act, the office of a Councillor of any of the Committees will become vacant if the Councillor:

- is dismissed; or
- ceases to be qualified to be a Councillor under <u>Division 1 (Qualifications for Councillors)</u>;
 or
- is found, on a judicial review, to be ineligible to continue to be a Councillor; or
- does not comply with section 169 (Obligations of Councillors before acting in office); or
- is absent, without the local government's leave, from 2 or more consecutive ordinary meetings of the local government over at least 2 months; or
- resigns as a Councillor by signed notice of resignation given to the chief executive officer;
 or
- dies; or
- becomes a local government employee

If the Councillor's office becomes vacant the Alternate Member will take the place of the absent Committee Member.

6.1 ROLE OF COMMITTEE MEMBERS

The role of a Committee Member is to consider and make recommendations on matters relating to the scope and responsibilities of the Committee, as they align to Council's Advance Ipswich Community Plan and the Corporate and Operational Plans. Committee members will consider the implementation of policies relevant to council's Corporate functions in relation to the current and future interests of the residents of the local government area.

Committee members are responsible for reading the agenda papers and accompanying reports in advance of Committee meetings to:

- identify matters of particular interest or which may be contentious
- identify any matters which need clarification or additional information to help inform their view, and to contact the Chair or relevant Department Head for further information or advice before the meeting
- identify any agenda items where they may have a material personal interest or conflict of interest and be ready to take appropriate action

6.2 APPOINTMENT OF CHAIRPERSON

The Chairperson of the relevant Committee shall be appointed by the Council in accordance with section 267 (Chairperson of Committee) of the Regulation.

In the absence of the appointed Chairperson from a meeting, the members present will appoint an Acting Chairperson for the duration of that particular meeting.

6.3 ROLE OF CHAIRPERSON

The Chairperson is to ensure that the committee agenda meets the priorities set by the Council for the Committee and that processes adhere to the Meeting Procedure Policy.

The role of Chairperson allows that Councillor to specialise in the areas relating to the relevant Committee's scope and responsibilities.

In relation to the interaction of the Chairperson and members of the committee with staff, the committee members are to adhere to the policy titled Councillor Staff Interaction Policy.

The Chairperson is to facilitate open and constructive communication amongst committee members, encouraging their contribution to deliberations.

All requests for information and clarification are to be conducted within the committee meeting, as agreed by the Committee.

6.4 ADMISSION OF NON-MEMBERS TO DEBATE

The Chairperson may invite a non-member to participate in the discussion of a particular item of business relating to the relevant Committee in accordance with Council's Meeting Procedure Policy.

7. MEETINGS

All meetings of the Committees shall be open to the public unless resolved by the relevant Committee that the meeting be closed to the public for the purpose of discussing a matter deemed to be confidential in terms of section 275 (Closed Meeting) of the Regulation, namely:

7.1 CONDUCT

Meetings must be conducted in accordance with the provisions of the Act and the Regulation. If there is a dispute regarding meeting procedure or the conduct of an individual, the Chairperson must refer to the Meeting Procedure Policy and Council's Code of Conduct for councillors

7.2 FREQUENCY AND LOCATION

The relevant Committee meetings are held at the Council Chambers located at 45

Roderick Street, Ipswich, pursuant to <u>section 257 (Frequency and Place of Meetings)</u> of the Regulation.

The Committees will meet on Tuesday the week prior to the Council Ordinary Meeting at the times set out in the relevant Annexure.

Refer relevant Annexure for the timing of each committee.

Although the Committees shall meet monthly, the Committee can also decide to meet more frequently as and when required by the members.

The schedule of the Committee meetings is to be adopted in November of each year for the following calendar year.

In accordance with <u>section 277 (2) (Public Notice of Meetings) of the Regulation</u> the schedule of meetings must be published in a newspaper, circulating generally in its area, at least once a year.

It should be noted that from time to time it may be necessary to hold a committee meeting outside the adopted committee calendar. In such circumstances the Corporate Services Branch will be responsible for advertising the new meeting on council's website and publishing the meeting advice in the local papers as per section 277 (Public Notice of Meetings) of the Act. Committee Members will receive the Agenda for the new meeting 2 days before the date of the meeting in accordance with section 258 (Notice of Meetings) of the Act.

7.3 VOTING

The following practices apply to voting at the Committee meeting:

- Each Councillor is entitled to one vote and must be physically present at the meeting to cast their vote.
- Voting at the Committee meeting can be conducted by open means (such as on the voices, by show of hands or such other electronic means as determined by Council).
- A Councillor who is present at a Committee meeting but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- For all motions on the agenda and business paper the Committee will record the names of those Councillors who supported the motion and those who opposed (or are taken to have opposed) the motion with the exception of Procedural Motions.
- This clause extends to a meeting or part of a meeting that is closed to the public.
- Council will record all voting in a voting register managed by Committee Section, Corporate Services Branch.

7.4 QUORUM

A quorum of the Committees are defined in accordance with <u>section 269 (Quorum) of the Regulation</u>:

- A quorum of a committee is a majority of its members.
- However, if the number of members is an even number, one-half of the number is a quorum

7.5 MATERIAL PERSONAL INTEREST/CONFLICT OF INTEREST

In accordance with <u>section 175C</u> – Councillor's material personal interest and <u>175E</u> - Councillor's conflict of interest of the Act, committee members must declare their interest, whether they be personal, material, real or perceived.

7.6 AGENDA DISTRIBUTION

The Agenda for all committees will be distributed in accordance with <u>section 258</u> (Notice of Meetings) of the Regulation. Council aims to distribute the committee agenda at least two (2) clear business days prior to the meeting date.

7.7 REPORTING GUIDELINES

In accordance with <u>section 272(6) of the Regulation</u> Council resolved at its Post-Election Meeting held on 8 April 2016 to exempt its standing committees from keeping minutes of its proceedings.

In accordance with <u>section 272(8)</u> of the Regulation, Council will continue with the existing practice of providing a written report of committee recommendations to the Ordinary Council meeting for consideration and adoption.

Even though written reports of the committee's proceedings are submitted to Council, in keeping with the local government principle relating to 'transparent and effective processes and decision making in the public interest', reports of the committee will now include a statement of reasons for any amendments to an officer's recommendation as well as a written record of any significant points of discussion regarding the report and its recommendation/s.

8. REVIEW AND PERFORMANCE EVALUATION

8.1 TERMS OF REFERENCE

Each Committee shall review these Terms of Reference at the first meeting of each calendar year or as and when required.

8.2 PERFORMANCE EVALUATION

The committee shall undergo a self-assessment process to ensure alignment with these Terms of Reference, enhance the effectiveness of the committee by identifying strengths and weaknesses, flagging areas for improvement and planning for future action as appropriate.

To ensure all the services, functions and business of the Committees are undertaken in an appropriate and effective manner, the self-assessment process shall be undertaken on a six monthly basis, in June and December each year.

- An evaluation form (attached), along with a covering email, will be sent to members of the committee in June and December each year so that the evaluation can be undertaken, assessed and an outcome report submitted in time for the July and January meetings.
- The covering email will explain how to complete the survey, when it must be returned by, where it must be sent and what will be done with the results.
 Evaluation forms are to be returned to the Chief Executive Officer who will then collate them for panel review.
- The panel shall comprise of the Mayor, Chairperson of the Committee,
 Deputy Chairperson and Chief Executive Officer (Chair).
- The panel will review and moderate the responses.
- Any moderated score of 4 or 5 will require action to be recommended back to the committee.
- A report with the results of the survey and any recommended actions by the panel will be submitted for implementation to the July and January meetings.

9. EVALUATION OF THE OPERATION OF THE COMMITTEE

| Strongly Agree | Agree | Neither Agreenor | Disagree | Strongly Disagre |
|--------------------|--------------------|------------------------------|-------------------|-------------------|
| 1 | 2 | Disagree 3 | 4 | 5 |
| | | with the above range. | - | |
| DERSHIP TEAMW | | | | |
| | | | - 1 1 1 1 | |
| Committee? | the Committee | maintain a workable rela | ationship with o | ther members of t |
| committee. | | | | |
| 1 | 2 | 3 | 4 | 5 |
| - | | | • | |
| Does a relationsh | ip of respect exis | t between each member o | of the Committee | e? |
| | | | | |
| 1 | 2 | 3 | 4 | 5 |
| | | | - | |
| Are the views of a | Il members respe | ected during discussions at | t Committee Mee | etings? |
| | | _ | | _ |
| 1 | 2 | 3 | 4 | 5 |
| ' | | | | ' |
| Is the involvemen | nt of all Committe | ee members sought by the | Chairperson? | |
| | | | | |
| 1 | 2 | 3 | 4 | 5 |
| | | | | , |
| Are differences o | f opinion on issu | es resolved to the satisfac | tion of the Comn | nittee? |
| | | | | |
| 1 | 2 | 3 | 4 | 5 |
| | | | | |
| Do the members | challenge the Cl | nair asappropriate? | | |
| | | | | |
| 1 | 2 | 3 | 4 | 5 |
| | | | | |
| ETINGS | | | | |
| Do all members a | rrive on time for | the commencement of Co | ommittee Meetin | es? |
| Do an members a | | the commencement of ce | | |
| 1 | 2 | 3 | 4 | 5 |
| | | | | |
| Is sufficient time | allowed for men | nbers to prepare for meet | tings? | |
| is sufficient time | anowed for men | inders to prepare for frieet | 63: | |
| 1 | 2 | 3 | | 5 |
| 1 | | 3 | 4 | <u> </u> |
| Do Committee m | ambare allacata | cufficient time in the days | o dedicato to Car | mmittaa husinassa |
| Do Committee m | embers anocate | sufficient time in the day t | o dedicate to Cor | minutee business? |
| | | | | |
| 1 | 2 | 3 | 4 | 5 |

| | TERMSOFRE | FERENCE | | | Page 2 |
|------------------------|--|----------------------------|--|--|---------------------|
| Is suff | icient informat | tion supplied to r | nembers prior to the | Meeting? | |
| | 1 | 2 | 3 | 4 | 5 |
| Do ag | endas, present | ations and forma | at of papers suit the n | eeds of the members | ? |
| | 1 | 2 | 3 | 4 | 5 |
| Are m | eetings produc | tive and effective | ? | | |
| | 1 | 2 | 3 | 4 | 5 |
| | | | rtant strategic and pol | | |
| | 1 | 2 | 3 | 4 | 5 |
| Is the | duration of the | meetings approp | riate? | | |
| | 1 | 2 | 3 | 4 | 5 |
| | ND RESOURO | | experts asappropriat | e? | |
| Does | | o engage outside | experts asappropriat | | |
| | | 2 | 3 | 4 | 5 |
| 1 | . | • | | | |
| | | f meetings clear a | and concise? | | |
| Are th | | f meetings clear a | and concise? | 4 | 5 |
| Are th | ne outcomes of | 2 | | | 5 |
| Are th | ne outcomes of | 2 | 3 | | 5 |
| Are th | ne outcomes of | 2 adequate and rea 2 | 3 Idy access to appropri | ate resources? | 5 |
| Are the Has the | ne outcomes of | 2 adequate and rea 2 | 3 ady access to appropri | ate resources? | 5 |
| Are the Has the Are al | ne outcomes of 1 ne Committee a 1 I reports thoro 1 ou feel conflict | 2 2 ughly reviewed, i 2 | 3 dy access to appropri 3 ncluding enquiry into | ate resources? 4 financial and risk ma | 5 nagement? 4 |

| OMI | MITTEE TERMS OF REFERENCE | | | | Page 3 | |
|----------|---------------------------|-----------------------|-----------------------|-------------------------|--------------------|--|
| 0. | I am satisfied with | my commitment a | nd contribution to th | ne Committee's delibe | erations? | |
| | 1 | 2 | 3 | 4 | 5 | |
| 1. | Other comments , | / suggestions (Pleas | e detail) | | | |
| <u>.</u> | The strengths of the | ne Committee are: (| Please specify) | | | |
| _ | Improvement opp | ortunities of the Co | mmittee are: (Please | especify) | | |
| ·. | What are the mos | t pressing priorities | for the Committee | to consider at this tim | e?: (Please specif | |
| | | | | | | |

Date

| VERSION | COMMITTEE CONSIDERATION DATE | COUNCIL ADOPTION DATE |
|---------|------------------------------|-----------------------|
| V1 | Council Ordinary Meeting | 16 October 2018 |
| V2 | Council Ordinary Meeting | 13 November 2018 |
| V3 | | |
| | | |

ANNEXURE 1 - Economic Development Committee

3. PURPOSE OF COMMITTEE

The Economic Development Committee provides direction on the responsibilities listed below recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with issues across Council's range of economic development related issues such as employment, business, tourism, education etc., relevant to the residents and business of Ipswich. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Business advancement and attraction
- Technology advancement to strengthen the digital economy
- Trade and export links
- Lifelong learning and skills enhancement
- Developing Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre
- Supporting the growth and operation of RAAF Base Amberley and associated aerospace and defence industries
- Diversifying the local economy

Services:

- Marketing and Communications (media management, content development, graphic design, advertising, digital, photography, videography, collateral and merchandise)
- Events (planning, venue and site management, staging, catering, and risk management and procedure)
- Economic Development (investment attraction, commercial promotion, business liaison, skills development, industry advocacy, business events, international delegations, research and reporting)
- Tourism (destination marketing, industry development, event maximisation, visitor servicing, sales and wayfinding)

Council business referred to above will include such business relating to the Advance Ipswich Community Plan Theme "Strengthening our local economy and building prosperity".

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

• Insert Councillor name

7.2 FREQUENCY

The Economic Development Committee will meet on the Tuesday the week prior to the Council Ordinary Meeting at 8.30am, unless otherwise agreed by resolution of Council

ANNEXURE 2 - Growth and Infrastructure Committee

3. PURPOSE OF COMMITTEE

The Growth and Infrastructure Committee provides strategic direction on the community's priorities listed in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with issues across a range of Growth and Infrastructure related issues such as land use planning, local area planning, master planning, traffic and transport planning, infrastructure management (including construction of new assets and maintenance of current assets), , conservation of places of cultural heritage significance. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Managing growth and development in order to create a socially, ecologically and economically sustainable environment
- Developing a compact, sustainable, mixed use urban form
- Meeting the community's housing needs while encouraging housing diversity
- Establishing business and industry activity nodes
- Providing an integrated open space network
- Conserving places of cultural heritage significance
- Providing adequate infrastructure to support growth
- Providing a safe, reliable and sustainable transport system
- Deliver Council's Capital Works Program, managing projects through their entire lifecycle (from identification concept design, detailed design, construction and handover)
- Management of the traffic signals network and associated systems, ITS technologies e.g.
 Connected Intelligent Traffic System (C-ITS)
- Provision of transport infrastructure to align with iGO the City of Ipswich Transport Plan

Services:

- Transport Network Planning and Policy Development
- Delivery of Council's Capital works Program, managing projects through their entire lifecycle (from initial concept design, details design, construction and handover)
- Professional design services for road, drainage, open space and built projects
- Program management and construction delivery services
- Response to special construction programs as needed (e.g. Flood Recovery Programs)
- 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 compliance.

Council business referred to above will include such business relating to the Advance

Ipswich Community Plan Theme "Managing growth and delivering key infrastructure".

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Growth and Infrastructure Committee will meet will meet on Tuesday the week prior to the Council Ordinary Meeting at 9.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Economic Development Committee, unless otherwise agreed by resolution of Council.

ANNEXURE 3 - Communities Committee

3. PURPOSE OF COMMITTEE

The Communities Committee provides strategic direction on the community's priorities listed in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

The Communities Committee deals with issues across Council's range of arts, culture and community services, including Library Services, the Ipswich Art Gallery, performing arts and other Council owned venues and community facilities. Its purpose includes community safety, community engagement and the delivery of a broad range of learning and recreation programming.

5.1 RESPONSIBILITIES

Responsibilities:

- Strengthening City's identity and branding
- Engagement with the community
- Collection and analysis of data relating to communities in Ipswich
- Managing Council owned community facilities including but not limited to libraries, performing and visual arts, sports clubs and community centres
- Establishing and fostering collaborative partnerships to enhance outcomes for the community
- Promoting sustainable, healthy lifestyles, including promoting and supporting participation in sports
- Facilitating community safety and crime prevention and awareness
- Developing community resilience and readiness relating to disaster management

Services:

- Library Services
- Function, venue hire and catering services
- Ipswich Art Gallery

Council business referred to above will include such business relating to the Advance Ipswich Community Plan Theme "Caring for the Community".

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Communities Committee will meet at 10.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Growth and Infrastructure Committee, unless otherwise agreed by resolution of Council.

ANNEXURE 4 - Environment Committee

3. PURPOSE OF COMMITTEE

The Environment Committee provides direction on the community's priorities listed in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with issues across Council's range of sport and community services, management of parks, open spaces, council's sporting venues, disaster management, maintenance of parks and open spaces and delivery of community activities such as tree planting days etc. The Committee also deals with the management and maintenance of Council's vehicle fleet including car, trucks and machinery. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Conserve important areas of native habitat and vegetation
- Implement Ipswich Enviroplan
- Develop conservation partnerships with key community and government stakeholders
- Protect waterways
- Enhance urban greening
- · Use resources efficiently and sustainably, including waste reduction, re-use and recycling
- Improve environmental awareness, education and compliance
- Management, maintenance and operations services/activities to the whole of Council asset base
- Planning of the open space network

Services:

- Delivery and activation of sport and recreation opportunities within the City
- Management and maintenance of Council's vehicle fleet including car, trucks and machinery
- Maintenance of parks and open spaces
- Delivery of community activities such as tree planting days, Kids Go Wild, etc.
- Disaster Management Planning

Council business referred to above will include such business relating to the Community Plan Theme "Caring for the Environment".

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Environment Committee will meet on the Tuesday the week prior to the Council Ordinary Meeting at 11.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Communities Committee, unless otherwise agreed by resolution of Council.

ANNEXURE 5- Governance Committee

3. PURPOSE OF COMMITTEE

The Governance Committee provides direction on the community's priorities listed in section 5.1 while recognising the diverse current and future needs of rural and urban communities of the City of Ipswich.

4. SCOPE AND LIMITATIONS

This Committee deals with issues across Council's internal council services, such as budget development, long term financial planning, corporate risk, committee services, Councillor support, property services and customer service, and Information and Communication. Recommendations to council will be based on informed decision making and a strong understanding of the current and future needs of the diverse communities of Ipswich.

5.1 RESPONSIBILITIES

Responsibilities:

- Provide sound and sustainable financial management and budgeting
- Provide good governance and leadership
- · Provide comprehensive and meaningful community engagement
- Create good neighbourly relations through community information, education and necessary compliance action
- Maintain a consistent and efficient approach to law enforcement and compliance actions

Services:

- Accounting, financial and business analysis functions and services
- · Customer services
- rates/property services
- Delivery of training
- Development, implementation and coordination of information, communication and technology (ICT) services
- · Risk management and insurance services,
- Committee process
- Corporate travel
- · Right to Information and Information Privacy
- Probity
- Property services
- Business improvement and corporate services

Council business referred to above will include such business relating to the Advance Ipswich Community Plan Theme "Listening Leading and Finance Management".

6. MEMBERSHIP

Chairperson:

Greg Chemello (Interim Administrator)

Members:

- Greg Chemello (Interim Administrator)
- Insert Councillor name

Alternate Member:

Insert Councillor name

7.2 FREQUENCY

The Governance Committee will meet on the Tuesday the week prior to the week prior to the Council Ordinary Meeting at 12.30 pm or within any period of time up to a maximum of 10 minutes after the conclusion of the Environment Committee, unless otherwise agreed by resolution of Council