



City of
Ipswich

**IPSWICH
CITY
COUNCIL**

AGENDA

of the

GOVERNANCE AND TRANSPARENCY COMMITTEE

**Held in the Council Chambers
8th floor – 1 Nicholas Street
IPSWICH QLD 4305**

On Thursday, 5 May 2022
At 10 minutes after the conclusion of the Growth, Infrastructure and Waste
Committee

<u>MEMBERS OF THE GOVERNANCE AND TRANSPARENCY COMMITTEE</u>	
Deputy Mayor Jacob Madsen (Chairperson) Councillor Russell Milligan (Deputy Chairperson)	Mayor Teresa Harding Councillor Marnie Doyle Councillor Kate Kunzelmann Councillor Nicole Jonic

GOVERNANCE AND TRANSPARENCY COMMITTEE AGENDA
*10 minutes after the conclusion of the Growth, Infrastructure and
Waste Committee on **Thursday, 5 May 2022***
Council Chambers

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** Item includes confidential papers

GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 4

5 MAY 2022

AGENDA

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2022(03) OF 7 APRIL 2022**

RECOMMENDATION

That the Minutes of the Meeting held on 7 April 2022 be confirmed.

OFFICERS' REPORTS

2. **QUARTER 3 - OPERATIONAL PLAN 2021-2022 QUARTERLY PERFORMANCE**

This is a report concerning an assessment of Ipswich City Council's progress towards implementation of the 2021-2022 Operational Plan with notable achievements that have occurred during quarter three (Q3) (January to March 2022). Departmental representatives have provided the presented Q3 data.

RECOMMENDATION

That the report be received and the contents noted.

3. **QUARTERLY REPORTS TO THE DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING**

This is a report concerning a request received by the Mayor (on behalf of Council) from the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) for Council to provide a series of quarterly performance reports through to the quarter ending 30 June 2022.

This is the fourth of the quarterly reports for consideration by the Governance and Transparency Committee and relates to the period January – March 2022. This

quarterly report also addresses the recent further request of 21 April 2022 from the Director-General (Attachment 1) concerning the recent change to Council's Media and Corporate Communication Policy. Endorsement of this quarterly report is sought, with the Mayor to send a letter and the quarterly report to the Director-General.

As noted above, Council's obligation to provide quarterly performance reporting ends on 30 June 2022. This quarter's letter seeks direction from the Director-General on concluding this reporting requirement.

RECOMMENDATION

That Committee endorse the draft letter and quarterly performance reports (January – March 2022) set out in Attachments 2-7.

4. **APPOINTMENT OF URBAN UTILITIES BOARD MEMBER

This is a report concerning the proposed appointment of Gerard Pender to the Board of Urban Utilities.

RECOMMENDATION

- A. That Council endorse the appointment of Gerard Pender as a Board member of Urban Utilities, effective from 1 July 2022, for a term of three (3) years, expiring 30 June 2025.
- B. That the Chief Executive Officer be authorised to sign an Instrument of Appointment of Board Member of Urban Utilities and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

5. **PROCUREMENT: 18397 SUPPLY & DELIVERY OF SIX (6) WASTE COLLECTION / COMPACTION TRUCKS

This is a report concerning the recommendation to award a contract for the supply and delivery of six (6) side loading waste collection and compaction trucks to be utilised by Ipswich Waste Services.

A request for quotation was released under the LGA arrangement for the Supply of Trucks (Cab Chassis) – LGA arrangement reference NPN04.13, to Volvo Group Australia Pty Ltd who were the successful supplier following RFQ 16421 for the replacement of the first eighteen (18) side loading waste collection and compaction trucks in November 2021. This procurement 18397 leveraged the extensive evaluation process and outcomes from 16421 ensuring fleet consistency and value for money.

RECOMMENDATION

- A. That pursuant to Section 234 of the *Local Government Regulation 2012* (Regulation), Council utilise LGA Arrangement NPN04.13 for the supply of Trucks (Cab Chassis) by Local Buy Pty Ltd, for the provision of the supply and delivery of six (6) side loading waste collection and compaction trucks (Council file reference number 18397), with Volvo Group Australia Pty Ltd (T/A Volvo Commercial Vehicles) (Supplier) who is a party to the LGA Arrangement.
- B. That under the LGA Arrangement with the Supplier, the approximate purchase price is \$2,869,220.00 excluding GST over the entire term, the end date of the initial term being 30 September 2023, with no current options for extension.
- C. That Council may enter into ancillary contractual arrangements with the Supplier, as allowed for by the LGA Arrangement.
- D. That pursuant to Section 257(1)(b) of the *Local Government Act 2009*, Council resolve to delegate to the Chief Executive Officer the power to take “contractual action” pursuant to section 238 of the Regulation, in order to implement Council’s decision.

NOTICES OF MOTION

MATTERS ARISING

GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2022(03)

7 APRIL 2022

MINUTES

COUNCILLORS' ATTENDANCE: Councillor Jacob Madsen (Chairperson); Councillors Russell Milligan (Deputy Chairperson), Mayor Teresa Harding and Kate Kunzelmann

COUNCILLORS' APOLOGIES: Councillor Marnie Doyle and Deputy Mayor Nicole Jonic

OFFICERS' ATTENDANCE: Acting Chief Executive Officer (Peter Tabulo), Acting General Manager Corporate Services (Jeff Keech), Acting General Manager Planning and Regulatory Services (Brett Davey), General Manager Infrastructure and Environment (Sean Madigan), Chief of Staff – Office of the Mayor (Melissa Fitzgerald), Senior Policy and Communications Officer (David Shaw), Manager Community and Cultural Services (Don Stewart), Senior Digital Media and Content Officer (Jodie Richter), Manager, Procurement (Richard White), Acting Engagement Manager (Melanie Rippon) and Theatre Technician (Harrison Cate)

LEAVE OF ABSENCE - DEPUTY MAYOR NICOLE JONIC AND COUNCILLOR MARNIE DOYLE

RECOMMENDATION

Moved by Councillor Jacob Madsen:
Seconded by Councillor Kate Kunzelmann:

That a leave of absence be granted for Deputy Mayor Nicole Jonic and Councillor Marnie Doyle.

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Kunzelmann

NEGATIVE

Councillors:

Nil

The motion was put and carried.

WELCOME TO COUNTRY/ACKNOWLEDGEMENT OF COUNTRY

Councillor Jacob Madsen delivered the Acknowledgement of Country.

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

BUSINESS OUTSTANDING

Nil

CONFIRMATION OF MINUTES

1. **CONFIRMATION OF MINUTES OF THE GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2022(02) OF 10 MARCH 2022**

RECOMMENDATION

Moved by Councillor Kate Kunzelmann:
Seconded by Councillor Russell Milligan:

That the minutes of the Governance and Transparency Committee held on 10 March 2022 be confirmed.

AFFIRMATIVE
Councillors:
Madsen
Milligan
Harding
Kunzelmann

NEGATIVE
Councillors:
Nil

The motion was put and carried.

OFFICERS' REPORTS

2. **ONLINE COMMUNITY ENGAGEMENT PLATFORM - EXTENSION TO CONTRACT 12873**

This is a report seeking a Council Resolution by Ipswich City Council (Council) to undertake a direct engagement with Harvest Digital Planning Pty Ltd. It is proposed to extend the current contract by a further three (3) years on a 1+1+1 arrangement, for the continuation of the "HIVE" online Community Engagement

Platform which enables Council's Shape Your Ipswich website, whilst a review is undertaken over the next 12 to 24 months. The "HIVE" online Community Engagement Platform (Shape Your Ipswich website) has been used by the Media and Communications Branch, Coordination and Performance Department since 2019 and is the key tool to provide online engagement opportunities for the Ipswich community. The current contract with Harvest Digital Planning expires on 27 June 2022.

RECOMMENDATION

Moved by Mayor Teresa Harding:
Seconded by Councillor Kate Kunzelmann:

- A. That pursuant to Section 235(b) of the *Local Government Regulation 2012* (Regulation), Council resolve that the exception applies because of the specialised AND/OR confidential nature of the services that are sought and it would be impractical AND/OR disadvantageous to invite quotes OR tenders for the provision of the "HIVE" online Community Engagement Platform, which enables Council's Shape Your Ipswich website.**
- B. That Council enter into a contractual arrangement (Council file reference number 12873 with Harvest Digital Planning Pty Ltd, at an approximate purchase price of \$100,000.00 excluding GST over the entire term, being an initial term of one (1) year, with options for extension at the discretion of Council (as purchaser), of an additional two (2) X one (1) year terms.**

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Kunzelmann

NEGATIVE

Councillors:

Nil

The motion was put and carried.

3. PROPOSED FEES AND CHARGES TO APPLY FROM 1 JULY 2022

This is a report concerning the annual review of Ipswich City Council's (Council) proposed commercial and cost recovery fees and charges, and the recommended pricing to commence with effect 1 July 2022.

RECOMMENDATION

Moved by Councillor Russell Milligan:
Seconded by Councillor Kate Kunzelmann:

That the proposed 2022-2023 Fees and Charges, as detailed in Attachment 1, be adopted with an effective date of 1 July 2022.

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Kunzelmann

NEGATIVE

Councillors:

Nil

The motion was put and carried.

4. EXTENSION OF MEMBERSHIP TO AUDIT AND RISK MANAGEMENT COMMITTEE - FINAL FOUR YEAR TERM

Dr Annette Quayle was appointed to the Audit and Risk Management Committee in 2018 for a four-year term with a further possible four-year extension. Dr Quayle has been a valued member of the Committee and adds experience and expertise to the Committee. The request is for Council to support the extension

RECOMMENDATION

Moved by Councillor Kate Kunzelmann:

Seconded by Councillor Russell Milligan:

That Council approve the final four-year extension of the membership of Dr Annette Quayle to the Audit and Risk Management Committee to end in March 2026.

AFFIRMATIVE

Councillors:

Madsen

Milligan

Harding

Kunzelmann

NEGATIVE

Councillors:

Nil

The motion was put and carried.

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 9.30 am.

The meeting closed at 9.54 am.

Doc ID No: A8008148

ITEM: 2

SUBJECT: QUARTER 3 - OPERATIONAL PLAN 2021-2022 QUARTERLY PERFORMANCE

AUTHOR: SOCIAL DATA OFFICER

DATE: 14 APRIL 2022

EXECUTIVE SUMMARY

This is a report concerning an assessment of Ipswich City Council's progress towards implementation of the 2021-2022 Operational Plan with notable achievements that have occurred during quarter three (Q3) (January to March 2022). Departmental representatives have provided the presented Q3 data.

RECOMMENDATION/S

That the report be received and the contents noted.

RELATED PARTIES

There are no party matters associated with this report.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The 2021-2022 Operational Plan was formally adopted by Council on 30 June 2021. Section 174 of the *Local Government Regulation 2012* states the Chief Executive Officer must present to the local government a written assessment of progress towards implementation of the Operational Plan at a minimum of quarterly intervals.

An assessment of council's progress during Q3, being 1 January to 31 March 2022, has been prepared from commentary provided by the responsible officers and is contained in Attachment 1. Council's Finance Branch provides to council a separate report with high-level details on the financial performance. A full report of performance against the 2021-2022 Operational Plan will be included in council's Annual Report and will be presented at the conclusion of the 2021-2022 financial year.

The Performance Branch (Coordination and Performance) recently implemented the Business Planning and Reporting Operating Model project that included an assessment of current maturity and to build on quality of good business practices for the new Corporate Plan (iFuture).

With the iFuture launch on 1 July 2021, and a new Annual Plan format, the timing provided an opportunity to review the current quarterly reporting model to improve on consistency and quality of information with a change in approach to data collection and reporting style.

This included the amendment of status options to show deliverable status alongside budget status for the quarter and changes to reporting at risk items. To enhance customer readability of the Q3 report, the summary for items showing risk has been incorporated into the quarterly update comment for the relevant deliverables, and there is no separate Risk Report included as an attachment with the quarterly reports for 2021-2022 financial year.

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 legend also included below:

Deliverable status	Number	%
On Track	43	76%
Needs Attention	6	11%
At Risk	0	0%
Other	5	9%
Complete	2	4%
Total	56	100%

Deliverable status legend	
On Track	This status represents activity which is delivering as planned.
Needs Attention	This status represents activity which is no longer delivering as scheduled however is not yet At Risk.
At Risk	This status represents activity which is at risk of not being completed by EOFY or not achieving its targeted outcome.
Other	This status represents activity which is outside the standard status indicators. Reasons for use of this status include items that are amended, discontinued, scheduled to start in a later quarter, deferred, may have no available reporting.
Complete	This status represents activity which has been completed and has achieved the targeted outcome.

Budget status	Number	%
On Track	33	59%
Under / Over	13	23%
Other	8	14%
No Budget Allocated	2	4%
Total	56	100%

Budget status legend	
On Track	This status represents budget activity that is delivering as planned.
Under / Over	This status represents budget activity that is delivering over or under planned budget allocation.
Other	This status represents activity which is outside the standard status indicators. Reasons for this status may include items of expenditure which are completed, delayed, deferred or future scheduled.
No Budget Allocated	This status represents activity which has no budget allocation.

Section 174 of the *Local Government Regulation 2012* states that a local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.

For ongoing reporting purposes, the amendments to the Operational Plan as a result of changes in quarter 1 are listed below.

The item listed as *Continue planning for the new Planning Scheme and Local Government Infrastructure Plan* has been split into two independent projects and now appears as:

Continue planning for the Ipswich Planning Scheme

Continue planning for the Local Government Infrastructure Plan.

The project listed as *Effective Asset Management Plan – preparation for implementation phase* is a new addition due to its significance to council operations.

There were no amendments made in quarter 2 or quarter 3.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

Section 174 of the *Local Government Regulation 2012* states that the Chief Executive Officer must present to the local government a written assessment of progress towards implementation of the Operational Plan at a minimum of quarterly intervals.

The highest risk is political/reputational should council fail to meet the mandated deadline for adoption of the Operational Plan Quarterly Report.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

There are no financial or resource implications for this report.


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 Operational Plan 2021-2022 and presents notable achievements during Q3.

CONCLUSION

This is a report concerning an assessment of Ipswich City Council's progress towards implementation of the Operational Plan 2021-2022 and notable achievements that have occurred during the quarter. Q3 data as provided by departmental representatives is presented. A full assessment of the Operational Plan 2021-2022 will be included in council's Annual Report that will be presented later in the year.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Q3 Operational Plan ↓ 
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Josh Mallet

SOCIAL DATA OFFICER

I concur with the recommendations contained in this report.

Anna Payne

ACTING MANAGER, PERFORMANCE

I concur with the recommendations contained in this report.

Maree Walker

ACTING GENERAL MANAGER COORDINATION AND PERFORMANCE

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

IPSWICH CITY COUNCIL ■ OPERATIONAL PLAN

2021-2022

QUARTER 3  **REPORT**



Acknowledgement of Country

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

The Ipswich City Council - Indigenous Accord Symbol Story

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

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

Check out the Indigenous Accord at ipswich.qld.gov.au.

An electronic version of this report is available to view or download on the City of Ipswich website: ipswich.qld.gov.au.

You can request a printed copy or provide feedback by contacting us on (07) 3810 6666 or council@ipswich.qld.gov.au.

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CITY OPERATIONAL PLAN 2021-2022

Delivering iFuture outcomes through projects and programs.

The Annual Plan 2021-2022 includes Ipswich City Council's (council) Operational Plan and Budget papers to present an overview of the key initiatives, core services and financial management for the financial year and shows how we will progress towards achieving the city's vision and city-wide outcomes for the community. The *Local Government Act 2009*, supported by the *Local Government Regulation 2012*, requires council to prepare and adopt an annual operational plan for each financial year and assess its progress at regular intervals of no more than three months.

The Operational Plan must also demonstrate how it will progress the implementation of the Corporate Plan during its period of operation. Council may, by resolution, amend its annual Operational Plan at any time before the end of the financial year.

This report provides a progress report for delivery of the Operational Plan for the period 1 October 2021 to 31 December 2021 showing the Operational Plan 2021-2022 projects, together with the relevant Corporate Plan catalyst projects, presented in alignment with the iFuture themes.

LOOKING AHEAD: iFUTURE CORPORATE PLAN 2021-2026

Your vision, Our journey, Council's plan

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

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

IPSWICH

*a city of
opportunity
for all*

JOIN US

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



Vibrant and Growing



Safe, Inclusive and Creative



Natural and Sustainable



A Trusted and Leading Organisation

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



COMMITMENT TO HUMAN RIGHTS

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

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

By delivering on council's corporate and operational plans, a positive contribution is made toward the protection and promotion of a number of these rights including:

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

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

THE ROLE AND FUNCTIONS OF COUNCILS

What is local government?

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

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

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

The services provided by council fall under five broad categories:

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

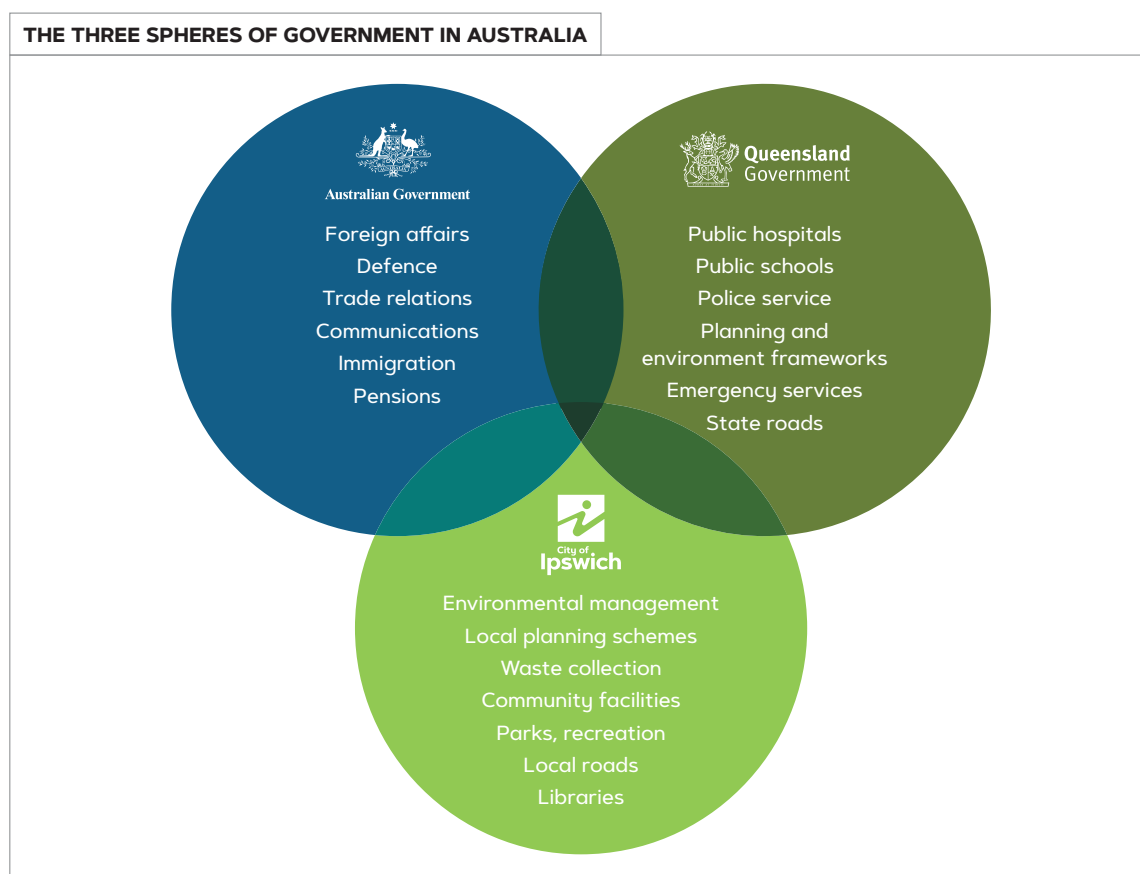
The three spheres of government

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

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

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

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

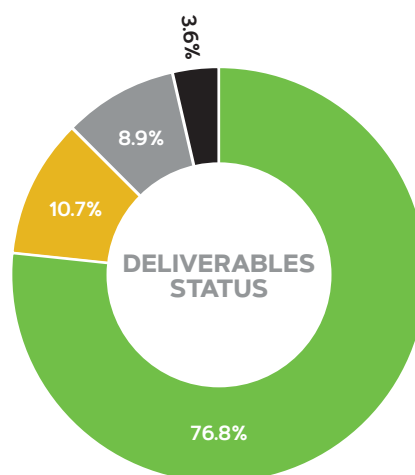




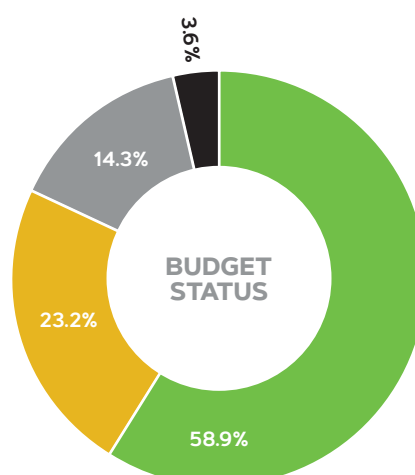
PERFORMANCE QUARTER 3 2021-2022

Deliverables Status

STATUS		No.
ON TRACK	●	43
NEEDS ATTENTION	●	6
AT RISK	●	0
OTHER*	●	5
COMPLETE	●	2
TOTAL		56

**Budget Status**

BUDGET STATUS		No.
ON TRACK	●	33
UNDER/OVER	●	13
OTHER*	●	8
NO BUDGET ALLOCATED	●	2
TOTAL		56



***Other status:** This status represents activity which is outside the standard status indicators. Reasons for use of this status include items that are completed, amended, discontinued, scheduled to start in a later quarter, deferred, may have no available reporting. If related to budget matters this status may include items of expenditure which are delayed, deferred or future scheduled.

THEME 1

VIBRANT AND GROWING



Much needed transport infrastructure unlocked by council

Plans to upgrade a section of Ripley Road will soon be underway after council repealed a previous resolution, allowing council to consider funding and delivery of infrastructure within the Ripley Valley Priority Development Area (PDA).

By repealing the PDA Trunk Infrastructure Provision, council can now commence the planning and design for the upgrade of Ripley Road to service the rapidly growing population. While sections of Ripley Road have been progressively upgraded by the responsible developers, a section of road has been left in its original state and is in desperate need of being upgraded to appropriate standards.

Council wants to find the best way we can to deliver upgrades to Ripley Road between Trigona Drive and Binnies Road along the length of the original Ripley town and have listened to the community before taking action.

Council wants to support the residents and address safety concerns, facilitate growth and find a way to get this section of road upgraded as quickly as possible. Council's decision to repeal this resolution now allows the flexibility to commence the journey and deliver better roads, bikeways and open spaces by incorporating Ripley infrastructure projects into council's capital works program planning and delivery.

Ripley Valley was declared an Urban Development Area (UDA) by the State Government in October 2010 and transitioned to a Priority Development Area (PDA) in 2013. The PDA is managed by the State Government department, Economic Development Queensland (EDQ).

In 2017, council adopted the Ripley Priority Development Area Trunk Infrastructure Provision that meant all trunk infrastructure be delivered and funded from the Ripley PDA Municipal charges or a catalyst funding allocation by EDQ.

Willowbank Raceway receives high octane boost

In a massive economic injection for Ipswich sport, Willowbank Raceway received \$11 million to upgrade its facilities from the Federal Government. This is a welcomed funding boost at one of Ipswich's premiere sporting destinations which will support employment opportunities and provide a much-needed boost into the region as we continue our recovery from the pandemic. Established back in the 80s, this funding will ensure the success of the raceway into the future.

Many locally-based organisations that use the raceway will also benefit from improvements including Queensland Police motorcycle training, RAAF dog training and driver training schools.

To ensure leaseholders and stakeholder groups have an ability to provide input and recommendations regarding the future of the facility the Ipswich Motorsport Precinct Advisory Group (IMPAG) has been formed. The IMPAG provides a forum to enable issues to be discussed and as a council-run group, we can ensure the principles of good governance are applied to any decision-making processes.

The funding, through the Community Development Grants Program, will enable exciting improvements to the facility – from upgrades to the track, lighting and carparking, through to new amenities and other building works. The funding will generate jobs and economic growth in our Ipswich region, and it will attract thousands of people and world-class events.

Willowbank Raceway is part of the Ipswich Motorsport Precinct, an Ipswich City Council-owned facility.



Financial boost available for local businesses

Small businesses in Ipswich can now apply for grants of up to \$1,500 to help with growth and development, thanks to a new \$150,000 program launched by council. The Small Business Resilience and Growth Program is another example council's commitment to being Queensland's first Small Business Friendly Council.

Small businesses are the heart of the Ipswich economy, making up over 95 per cent of the total businesses registered, and the past couple of years have required them to be nimble and tough to endure an increasingly challenging environment.

The Small Business Resilience and Growth program is a way council can assist businesses make

operational changes or pivots that will allow them to develop and strengthen their revenue streams.

It builds on a range of support programs that council has introduced, including a Buy Ipswich policy and publishing our forward procurement program, which opens the order book for local small businesses and locally-based suppliers to tender for council projects.

Reducing red tape for businesses is an area of focus for council, so the application process for the program was purposefully made simple and easy. With simple questions and word limits on the responses, no professional services or external consultants were needed to be engaged for the purpose of the application.



New facilities being constructed at historic showgrounds

Work has started on a new modern combined amenities block and barbecue shelter at the historic Rosewood Showgrounds.

The current amenities at the Rosewood Showgrounds had been identified as part of council's asset rehabilitation program for replacement. The need for modern facilities was confirmed by the Rosewood community, who were then consulted on the location and layout of the new structures.

The old barbecue shelter has been demolished and construction of the new barbecue shelter and combined amenities block began in January with all work scheduled for completion in May 2022, depending on weather.

Once built, the combined amenities block will have male, female and person with disability toilets and showers and a laundry room. The new facility will also include a new barbecue shelter with barbecues and picnic tables. A new pathway will be installed joining the barbecue shelter and amenities block to the cultural hall and the car park. Once the work is completed on the new modern facilities, the existing amenities block will be demolished.

Council will continue to invest in improving infrastructure throughout Ipswich, with these new facilities supporting both local users and visitors to the Rosewood Showgrounds for years to come.

Future recreational cycling and walking infrastructure prioritised

Council has listened to the community and adopted an action plan to guide recreational cycling and walking infrastructure planning over the next decade.

The Recreational Cycling and Walking Action Plan is part of council's Active Ipswich Strategy 2031 which aims to increase participation in recreational cycling and walking to support better health and wellbeing for residents.

The action plan envisages more connected, sustainable and safe recreational cycling and walking networks that increase opportunities for residents to embrace walking and cycling for exercise, fun or alternative travel methods.

Council has adopted a comprehensive, long-term action plan that will provide a structured and methodological approach to the planning and prioritisation of future community cycling and walking infrastructure.

The action plan also aims to plan and develop supportive cycling and walking communities, including increasing educational walking and cycling programs, and foster safe walking and cycling culture within Ipswich.

In 2021, Ipswich residents were directly engaged via a Shape Your Ipswich survey, which asked residents what is the most important factor that would influence their decision to walk or cycle for recreation.

A review of the data from the 627 responses told council residents wanted to see more footpaths, more walking paths and tracks, better safety, separation from traffic, and more shade and lighting along walking paths.



THEME 1 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project Capital Project	Continued development of the Nicholas Street Precinct – including construction and related costs of the Administration Building – 1 Nicholas Street, Civic Plaza – Tulumur Place, and retail precincts	<p>Retail leasing program is progressing, and at its Special Meeting on 10 March 2022 council approved entering into leases for the following Nicholas Street Precinct tenancies – Metro B tenancies 2B01 and 2B08/09 and the Commonwealth Hotel.</p> <p>Activation program is continuing in Tulumur Place. As an example, the Handmade Expo market held on 12 March 2022 in Tulumur Place had a great vibe and strong attendance (approx. 5,000).</p> <p>Hutchinson Builders continued refurbishment works on the Eats and Metro B buildings. Final works to Eats are forecast to be predominately completed before the end of March 2022. Metro B and adjacent streetscape works are now scheduled to achieve practical in late April 2022 which will allow tenant fit-out to commence.</p> <p>In December 2021, council endorsed entering into an agreement for lease (AFL)/lease with the preferred operator for the cinema complex within the Venue building. A three-month exclusivity/ due diligence period is currently underway. Council conditioned its approval of the refurbishment of the Venue building upon the AFL being executed.</p>	●	●	●		●
Catalyst Project	Ipswich Central Revitalisation Project to deliver a Precinct Positioning Framework and Place Plans for 'Top of Town' and 'Ipswich Central Core'	<p>The Reimagining Bottle Alley project was launched on 1 January 2022 via various methods and there has been a lot of interest from the community. In January, the Ipswich Central Partnership continued the beautification of Bell Street with the painting of 3 planter boxes. The QLD Government Architects Office has progressed the project plan for the Healthy Places: Ipswich Central Pilot Project.</p> <p>Funding for a Walking Network Plan has been granted by the Department of Transport and Main Roads between the Ipswich train station and the hospital, the project is due to commence mid-2022.</p> <p>Other status information: Budget to date has been funded through Office of Economic Development and funding from external agencies. Project budget bid is part of 2022–2023 Project Initiation and Prioritisation Process.</p>	●	●	●		●
Catalyst Project	Commence implementation of the Active Ipswich Strategy	<p>Work has commenced on establishing the documentation and governance required to deliver on the priorities of the Active Ipswich Strategy 2031 (AIS2031) Implementation Plan that was finalised and formally adopted by council on 24 February 2022.</p> <p>In the period since the AIS2031 was adopted, the Recreational Cycling and Walking Action Plan, a key action, has been achieved. Additionally, several actions have also been progressed during the quarter, including:</p> <ol style="list-style-type: none"> 1. Establish a regional Healthy Active City Alliance – through conversations with existing networks, and engagement of councillor representatives, this will merge with the existing 'West Moreton Obesity Action Group' – with a first meeting on 25 March 2022. 2. Aquatic Facilities Action Plan – plan nearing completion and expected to be delivered mid-2022. 	●	●	●		●
Catalyst Project	Small Business Friendly Council progress focused on local business support, business attraction and red tape reduction	The Small Business Resilience and Growth Program was launched on 1 February with \$150,000 in grants available to support local businesses to increase their resilience and grow despite the ongoing challenges of COVID-19 and an unpredictable trading environment. Those funds were exhausted in just 8-weeks, supporting 153 Ipswich small businesses to 'Reinvigorate' their business premises or 'Go Digital' with online marketing and sales.	●	●	●		●
Catalyst Project	Continue planning for the Ipswich Planning Scheme	Elements of the scheme have continued through the drafting phase. Consultation has continued with the State Government on elements of the scheme. A stakeholder engagement plan is currently being developed for the Planning Scheme. Progress of the Planning Scheme is being actively monitored by the Project Sponsor.	●	●	●		●
Catalyst Project	Continue planning for the Local Government Infrastructure Plan	Delays with tasks related to the Ipswich Population Modeller have continued, although relevant activities have been put in place to minimise impacts. Despite these efforts, after impact assessment by the project team, a change request to shift some milestones was completed and approved by Project Sponsors. The overall delivery timeframe for the project remains unchanged.	●	●	●		●
Catalyst Project Capital Corporate Project	Partner to deliver the Brisbane Lions Centre and Training Facility	Construction is progressing extremely well with all works on Brighton Homes Arena expected to be completed by September 2022. The Lions expect to occupy the site shortly after this. The project remains on time and on budget.	●	●	●		●

Item 2 / Attachment 1.

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Deliver major road upgrades to Redbank Plains and Springfield	<p>Telstra have continued their service relocation works with works completion now expected in February, due to COVID-19 affecting the contractor undertaking the work. Energex Overhead works from Highbury Drive to Kruger Parade remains 90% complete and will be completed following scheduled stormwater relocations, during the main contract period.</p> <p>The Principal Contractor has been engaged with work to commence in early 2022. It should be noted that the industry is experiencing delays with the lead time required for the supply of reinforced concrete pipes. It is likely this will impact Redbank Plains Road and potentially delay the commencement of works.</p> <p>Major milestone was achieved with the bridge beams placed on the Opossum Creek Bridge.</p> <p>Earthworks are 95% complete with the balance to be completed following the remaining bridge and culvert works. The bridge piles and abutments are complete, and the walkway slabs are manufactured.</p> <p>UU water main are 90% complete and are currently on schedule.</p>	●	●	●		●
Catalyst Project	Ipswich Central to Springfield Central Public Transport Corridor options analysis and business case development	Ipswich to Springfield Corridor (I2S) – The SEQ City Deal has allocated \$2.5m towards the Options Analysis, and a further \$7.5m towards the Detailed Business Case, subject to Options Analysis outcomes. This total \$10m allocation encompasses the \$500,000 council commitment towards the I2S Options Analysis.	●	●	●		●
Catalyst Project	Successful delivery of the Capital Works Program	<p>There were two projects that did not meet budget projections across the Asset Rehabilitation program of work, which were Whitwood Road project and the Gravel Resheeting program these projects were delayed due to recent wet weather. These were partially offset by increased spends across the resurfacing program, Redbank Plains Recreational Reserve Lighting and South Station Road rehabilitation projects with increased outputs heading into the Christmas Closedown period.</p> <p>As mentioned above and in previous reports, the current phasing of the Whitwood Road landfill rehabilitation project is out of alignment with the original budget baseline. Due to recent wet weather the project is now retargeted to be completed in June 2022.</p> <p>Advanced works were undertaken on Denmark Hill Upgrade project and advanced design progress on the Suttons Park Skate project.</p> <p>Queen and Albert Street intersection project has been rephased with NBN service relocation scheduled to commence shortly and main construction works scheduled to commence in April. Due to industry delays this project will now be completed in the 2022–2023 financial year.</p>	●	●	●	●	●
Operational Project	City Events Plan 2021–2022 and Destination Development Plan 2021–2022 which generate regionally significant awareness, engagement and visitation driving positive social and economic impact	<p>Recovery of visitation has been strong, driven by the day tripper market (up 23% on 2020, best result in SEQ). Domestic overnight travel is not recovering well (18% down on 2020) and we will be focusing on stronger messaging around staycations and have begun working with local operators to support this approach.</p> <p>The 2022 Discover Ipswich Visitor Guide has been curated, designed and sent to print for pre-Easter distribution. The following events have been attracted and secured for the city:</p> <ul style="list-style-type: none"> – 2022 Nationals Over 35 Men and Women's Softball Championships – 2022 Softball QLD Open Women's State Championships – 2023 U16 Boys' Softball State Championships 	●	●	●		●
Operational Project	Industrial Land and Investment Strategy delivered with an action plan to position, profile and attract measurable growth	It has been decided to not proceed with this project. The report prepared by CDM Smith, 'Ipswich Industrial Land and Employment Needs Analysis' will inform the refreshed Economic Development Strategy in relation to the city's industrial land availability and competitive strength in the region.	●	●	●		●
Operational Project	Engage with Australian Rail Track Corporation (ARTC) regarding the impacts of the Inland Rail Project to the LGA	<p>Engagement with ARTC on the Inland Rail project has continued. There are weekly technical meetings with ARTC and council's Project Manager, as well as monthly working group meetings.</p> <p>ARTC are working through the Environmental Impact Statement (EIS) and continue to seek additional information and are liaising with council through this process.</p>	●	●	●		●

DELIVERABLES STATUS KEY ● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER* ● COMPLETE

BUDGET STATUS KEY ● ON TRACK ● UNDER ● OVER ● OTHER* ● NO BUDGET ALLOCATED

THEME 2

SAFE, INCLUSIVE AND CREATIVE



Ipswich Australia Day Awards

In January the 2022 Ipswich Australia Day Awards celebrated many special residents in our city and recognised the wonderful work they do in building and supporting our community.

Congratulations goes to Zoe Knorre, Chief Executive and founder of Grace Homestead, as the 2022 Ipswich Citizen of the Year.

Almost 40 nominations were made for the 2022 Ipswich Australia Day Awards. Finalists and winners in each category were selected by a five-person judging panel.

The Ipswich Australia Day Awards are an opportunity for the community to honour outstanding contributions of our fellow citizens and every nominee and finalist for this year's awards has been on a journey of making change, big and small, across the city and beyond.

Congratulations and thanks go to all our 2022 award nominees who are shining examples of how truly innovative and supportive our community continues to be.



Tivoli resident 'takes the reins' on local landmark

If you drive into Ipswich via the suburb of Tivoli, you will pass an old, heritage-listed horse trough on Tivoli Hill.

Until recently, it was a mostly unremarkable landmark, but thanks to one proactive Ipswich citizen, Sandra Logue who is a born and bred Ipswich local, it now serves as a cheerful welcome at the entrance to the city.

Water troughs like these were installed throughout Ipswich in the early 1900s for horses and cattle to drink from. This particular concrete trough was built circa 1921 and was used by milk carters who worked at the dairy in Moores Pocket.

Council was proud to be able to support community requests such as the Tivoli Hill horse trough beautification project. Council hopes local residents and passers-by appreciate both the heritage of the horse trough, and the newly created gardens.

Suggestions from the community are welcomed and council looks forward to working with residents to make Ipswich beautiful for generations to come.

Ms Logue, who is a member of the **Ipswich Horticultural Society**, was very happy with the outcome.

Council encourages Ipswich residents to take pride in their environment, and to report issues affecting the aesthetics, safety or street appeal of their suburbs.

Modern technology to reveal ancient secrets at Ipswich General Cemetery

Ipswich's oldest cemetery burials are about to be mapped for the first time through the use of ground penetrating radar.

The innovative use of technology is part of a council project to redesign some of **Ipswich General Cemetery** that was razed by the Cemetery Trustee in the 1970s. Unfortunately there are limited records of burials from this time.

Graves in the historic Ipswich General Cemetery date back to the mid-1840s. Burials in the oldest part of the cemetery were organised into cultural and religious groups including a designated area for First Nations people who we do have some burial records of, from as far back as the 1880s.

Sadly, many of the headstones have been removed or destroyed when they moved from their original location in the 1970s by cemetery trustees who cleared the site to reduce maintenance costs.

The Ipswich General Cemetery Heritage Project will develop a conceptual design for a new area to rehouse and integrate the existing memorials into a new landscape as well as to consider new interment opportunities for cremains.

Join a Community Panel and help shape the future of Ipswich

Ipswich residents now have the opportunity to lend their experience and voice to council's decisionmaking, by getting involved in new community panels that will help shape the city now and into the future. Prospective panellists don't need to be experts or familiar with council policy or process, just passionate about their city and prepared to put in a pinch of their own time.

The Ipswich community is at the heart of everything council does, and we recognise that community members are best placed to identify and understand the challenges that affect them. Ipswich is South East Queensland's fastest-growing city, growing at four per cent every year to 2026, and is projected to rise to half a million people by 2041 – holding honest, respectful conversations is critical in informing how our city grows.

Diverse perspectives help council develop a balanced understanding of community experiences and ensures that our decision-making is well-informed. Anyone aged over 16 and who lives, works, studies, owns a business in Ipswich, or is an Ipswich ratepayer is invited to join.

Young people, Aboriginal and Torres Strait Islander people, Pacific Islander community members, people with disabilities, our multicultural community and people from all walks of life and backgrounds are encouraged to register. Community panel members will have the opportunity to provide local knowledge and be involved in a range of projects, be engaged on problems as well as solutions and be listened to, heard and given opportunities to influence decisions that make impact.

The community panels replace the five Community Reference Groups (**CRGs**) which commenced in 2019. The CRGs played an important and significant role in a number of significant council projects such as development of **iFuture**, council's corporate plan, and the naming of places and spaces in the Nicholas Street Precinct.

Community Panel members can be involved in as much or as little as you like, on the topics that are of most interest to you. Help shape Ipswich by joining council's community panel at **Shape Your Ipswich**.



THEME 2 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Finalise the sale of the council buildings in South Street	This deliverable has been completed. Sale of the relevant buildings to Queensland Health was finalised on 25 October 2021.					
Catalyst Project	Ipswich Arts and Cultural Strategy evolves with the momentum of the Creators of Ipswich to frame a creative economy, build local capacity, develop partnerships and grow the ecosystem	After a public expression of interest campaign, the inaugural members of the Ipswich Arts Advisory Group (IAAG) have been appointed. This group will provide a valuable connection between the creative community and council to inform policy and programming. The first meeting will be held in April. Entries for the Ipswich Art Awards opened in on 2 February 2022 and entries are coming in. Due to the recent flood event the Creators of Ipswich Summit has been postponed from April to June-July.					
Catalyst Project	Continue Planning for the new Planning Scheme to conserve and enhance the city's built heritage, as well as recognise the cultural landscape values	Elements of the scheme have continued through the drafting phase. Consultation has continued with the State Government on elements of the scheme. A stakeholder engagement plan is currently being developed for the Planning Scheme. Progress of the Planning Scheme is being actively monitored by the Project Sponsor.					
Catalyst Project	Ipswich Libraries Strategy delivered to prescribe the products, services and facilities desired to support the range of Ipswich communities	The consultation process continues for the updated draft Ipswich Libraries Strategy. Priorities are currently being reviewed in line with customer and community requirements.					
Catalyst Project	Commence the Strengthening Ipswich Communities Plan (SICP)	Project activities continue to track well. Responses to consultants required to undertake service catchment analysis have been received and contract finalisation is underway. An additional brief has been developed to be sent to market for workshop activities, with the input gained to inform the review and development of the Desired Standard of Service. A community engagement plan has been drafted as planned for quarter 3. This plan will continue to be revised as the project progresses.					
Catalyst Project	Indigenous Accord 2020–2025 phased implementation	The Aboriginal and Torres Strait Islander Employee Working Group was launched on 17 March (Action 3.2.3 of the Accord). Council's Executive Leadership Team have endorsed Cultural, Ceremonial and NAIDOC leave that will be included in the 2022 Certified Agreements (Action 3.2.1 of the Accord). Council continues to engage with the Communication and Engagement Branch for the Aboriginal and Torres Strait Islander War Memorial, and Community Healing and Remembrance Place in Queens Park. Monthly Black Coffee events continue to be very successful within the community.					

Item 2 / Attachment 1.



PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Community Development Strategy implementation responding to community needs and growth	<p>Community Development officers responded to the February flood event with a 24/7 roster at the Ipswich Evacuation Centre, working alongside a range of community service organisations to provide support across a wide range of human and social needs. This work is closely aligned with the outcomes of Pillar 1 of the Community Development Strategy, Capacity Building and Resilience.</p> <p>Also under this pillar the Resilient Leadership and Mentoring Program commenced, building the resilience of community centre leaders. Through the program the participating community centre leaders will design a Resilience Leadership Model to strengthen the collective adaptive capacity across the city to manage sudden change and disruption, create community connectedness and to grow as a resilient region.</p> <p>Under pillar 5, Civic Participation and Leadership, the Ipswich Youth Leadership Academy began, with 50 young people attending the launch of the program. Over six sessions Ipswich high school students will explore how they can build their personal brand, prepare for the future of work and make a difference in their local community.</p>	●	●	●		●
Capital Corporate Project	Art Gallery – purchase of artwork, upgrade and replacement of furniture, fittings and equipment	Opportunities for new purchases of artwork for the Gallery were taken up and delivery is expected during quarter 4.	●	●	●		●
Capital Corporate Project	Ipswich Civic Centre / Studio 188 / North Ipswich Reserve Corporate Centre – upgrade and replacement of furniture, fittings and equipment	Product scanning, research and identification has been completed with selected items ordered during the quarter. Expected delivery of these items has been delayed due to high demand and limited local stock levels. Delivery is expected ahead of the end of quarter 4.	●	●	●		●
Capital Corporate Project	Library Services – upgrade and replacement of furniture and fittings, library pod deployment and logistics hub fit out	Library Services facilities upgrades, and replacements are progressing at various locations. Pod deployment funding has been reassigned for this financial year.	●	●	●		●
Capital Corporate Project	Community Safety and Innovation – upgrade and replacement of CCTV cameras and equipment, and upgrade of security systems	This project continues and is on track, contributing to Theme 2 of iFuture of Safe, Inclusive and Creative.	●	●	●		●

DELIVERABLES STATUS KEY ● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER* ● COMPLETE

BUDGET STATUS KEY ● ON TRACK ⬇️ UNDER ⬆️ OVER ● OTHER* ● NO BUDGET ALLOCATED

THEME 3

NATURAL AND SUSTAINABLE



Community recovery and support continues after Ipswich flood

Disaster response and recovery support for the Ipswich community continued as the community entered the fourth week since the flood event.

Since the warnings for major flooding were sent out in late February, Ipswich City Council's Local Disaster Management Group swung into action followed by the Local Recovery and Resilience Group.

Council joined with many other agencies from all levels of government and the non-government sector to lead a coordinated and effective response.

Councillors were out with their communities relaying information to and from residents on what was happening each day and the recovery support available.

There were many community-led approaches along with support from volunteers and council staff coming together and that meant council was able to make collaborative decisions on recovery activities and resource allocation.

Council assisted the community to remove almost 10,000 tonnes of waste with 4,200 tonnes of that being flood waste material, from the city.

Council will continue to identify recovery priorities through community consultation and guide decisions about resource allocation and management of projects with a medium to long-term view on recovery.



Troops embedded in Ipswich's flood-impacted suburbs

The number of troops on the ground in Ipswich's flood-impacted suburbs has risen to 451 as the Australian Defence Force (ADF) supports council and assists Ipswich residents.

The ADF will continue assisting council with flood relief at Colleges Crossing Recreational Reserve, which was hit particularly hard by recent flooding. Council is working closely with the ADF on disaster relief after the flood.

The ADF has continued to arrive each day and spread out into the priority areas that best assists the community.

As of March 21, the ADF had assisted with the clearing of 107 homes, 26 community facilities and a number of roads within Ipswich.

327 truckloads of water damaged items and flood debris had been removed from across Ipswich.

The ADF formed two task units to support Ipswich City Council – Task Unit Eagle and Task Unit Heeler.

The Task Units carried out critical flood relief activities in the Ipswich Local Government Area, with just under half of those 451 personnel being from our own RAAF Base Amberley.

While predominantly made up of Royal Australian Air Force personnel, the units also comprise of members from the Australian Army and Royal Australian Navy making it a truly joint contribution with some members travelling from ADF units in Victoria and South Australia to assist with the clean-up.

Mobile nurseries to deliver 120,000 free plants to Ipswich residents

Council's Free Plant Program took to the streets in February as the mobile nursery began visiting local suburbs. More than 100,000 free plants are up for grabs in 2022, with residents entitled to six free plants each financial year under the Free Plant Program.

Council is dedicated to greening the city as much as possible for the benefit of residents, native fauna and flora, and our environment. Studies show gardening reduces stress, decreases risk of heart disease, stroke and diabetes, makes people happy, keeps their minds sharp, and helps them sleep better.

The mobile nursery ensures all members of the community have convenient access to the program.

To collect free plants, residents must bring along a current rates notice or a copy of their landlord's rates notice if renting, Department of Public Works and Housing rental statements, defence housing authorised brochure, or driver's licence or senior's card with current residential address as proof of address.

Plant species are chosen to suit local climate and soil conditions and are proudly propagated and grown in council's production nursery.

Griffith University and landholder collaboration to improve Ipswich waterway health

Vital Ipswich river systems will benefit from collaboration to improve waterway health at Franklin Vale Creek as a restoration plan has been developed between council, landholders and the Australian Rivers Institute at Griffith University.

Bank instability and erosion are significant issues at Franklin Vale Creek that cause problems for water quality downstream as the Franklin Vale Creek drains into the Bremer River (via Western Creek) which, in turn, is a tributary of the Brisbane River.

The Franklin Vale Creek Restoration Plan 2021-2026 provides a clear direction for the next five years for collaborative efforts to restore and improve the catchment's waterway condition.

Actions to date have included revegetating the creek corridor, creating off-creek watering points and stock exclusion fencing.

Funding for the works comes from council's Stormwater Quality Offsets Scheme which is a developer funded program to improve water quality and waterway health.

Council launched the Franklin Vale Creek Initiative in 2019 to kick start restoration works in partnership with landholders and are pleased that the Australian Rivers Institute at Griffith University has been involved with long-term planning for this important region.

The plan involved input from landholders in the catchment and will ensure decisions are based on the best available science and targeted to achievable restoration objectives.

The Franklin Vale Creek Restoration Plan 2021-2026 was endorsed at council's Ordinary Council Meeting on 24 February 2022.



Ipswich is abuzz with native beehives

There was plenty of buzz and excitement at the Ipswich Visitor Information Centre in January when its Australian native stingless beehive was split for the first time.

Council is dedicated to greening the city as much as possible for the benefit of residents, native fauna and flora, and our environment and bees are integral to the ecosystem.

Bees are responsible for pollinating native plants such as the ones grown in the Queens Park Nursery, so council keeps a hive at the Visitor Information Centre where people can visit and learn about them.

There was recently a lot of bees and bee activity at the hive which is a sign that the hive is ready to be split to propagate a second hive. Splitting a hive is a delicate procedure as bees may become upset, so the president of the Australian Native Bee Association, Ian Driver, was invited to perform the split.

Mr Driver gently removed the beehive from its purpose-built box and lifted the lid to reveal 'sugarbags' of honey, and then the second part of the box to reveal the 'brood', or nursery. He then added two new sections of box to create two hives from the original hive.

The original hive still has its queen, and a new queen will emerge in the other. We now have two functioning hives with plenty of room for the queens to lay eggs and build their community.

More bees mean more pollination of native plants and, of course, more honey.

Native bee's typically produce far less honey than European bees, though Mr Driver was able to harvest around 400ml of honey from the original hive.

The recent popularity of keeping Australian native stingless beehives in people's gardens is less to do with honey and more about the environment and sustainability.

If a beehive isn't your thing, you can also help our native bees by protecting native vegetation, and planting pollen and nectar-rich native flowers in your garden.

THEME 3 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Finalise the Urban Greening Plan and commence the Nature Conservation Strategy as part of the Green Corridors Strategy	The draft Urban Greening Plan has been developed and shared with internal stakeholders for their review and feedback, work is continuing to refine the plan and subsequent Implementation Plans from the feedback. Tree plantings have already commenced by council's Urban Greening Program team in identified vacant tree sites in Goodna, Redbank and Booval.	●	●	●		●
Catalyst Project	Develop a Natural Environment Policy and Strategy	Internal stakeholder engagement across council is continuing in order to gain input into the draft Natural Environment Strategy. An environmental consultant was engaged in February to assist with the development of the strategy and associated supporting documents, the project is still on track with delivery of the strategy expected in December 2022. Work has also continued on the development of the 'Current State Report', which will inform the strategy. Budget for the project is currently under spent due to savings made in consultant engagement fees.	●	●	●		●
Catalyst Project	Revitalise and implement council's Sustainability Strategy	The Sustainability Strategy was formally adopted by council on 9 December 2021 and is available on council's website. An Implementation Plan has been drafted, identifying priority actions required to deliver on the strategy. A funding submission has been made to the State Government to progress the rooftop solar projects identified in the plan. Internal stakeholder engagement is ongoing in preparation of delivering the priority action items. Work is being done to develop a report on climate-related disclosures to incorporate into council's financial statements as well as incorporating sustainability indicators into council's Annual Plan.	●	●	●		●
Catalyst Project	Strengthen our programs to deter illegal dumping and littering	The two Compliance Officers (Litter and Dumping) actioned 463 reported incidents of illegal dumping and littering which led to 17 Enforcement Actions. The State Government Department of Environment and Science (DES) grant has been successfully awarded and council is about to commence recruitment of an additional two staff.	●	●	●		●
Catalyst Project	Continue planning for the new Planning Scheme to guide protection of our natural environment and encourage access to green community spaces	Elements of the scheme have continued through the drafting phase. Consultation has continued with the State Government on elements of the scheme. A stakeholder engagement plan is currently being developed for the Planning Scheme. Progress of the Planning Scheme is being actively monitored by the Project Sponsor.	●	●	●		●
Catalyst Project	Prepare a program of work and implement parts of the Waste and Circular Economy Transformation Directive Program	The draft Waste and Circular Economy Transformation Directive Implementation Plan is being finalised for Chief Executive Officer (CEO) review and endorsement during quarter 4. Work is also continuing with the Sustainability team on the internal waste minimisation program. Council is currently drafting the Waste Code of Practice under principle one of the directive, with the intention to finalise later this year. The Code of Practice is to be supported by WRIQ (Waste Recovery Industry of Queensland) with the new CEO Dr. Georgina Davis currently reviewing, comment is expected later in April. Council is awaiting the Joint Task Force with the State Government to be reconvened with a number of actions still to be completed from the Action Plan.	●	●	●		●
Operational Project	Kerbside Collection	The large item kerbside collection program commenced 17 January 2022. Collection continued for 7 weeks and was temporarily suspended due to the flood event in SEQ in late February/early March to support flood waste collections. The program recommenced from 28 March and is expected to be completed by mid-July 2022.	●	●	●		●
Operational Project	Develop a detailed Waste Infrastructure Plan	The first draft of the Waste Infrastructure Plan (referred to as the Resource Infrastructure Recovery Plan) has been sent to internal stakeholders for review and feedback, where applicable. Work is on track to deliver the plan by the end of the 2021-2022 financial year.	●	●	●		●

Item 2 / Attachment 1.

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Operational Project	Future waste collection services – FOGO Trial (Food Organics, Garden Organics)	Work has been focussed on capturing participation rates, contamination rates and diversion rates from the trial. Material collected from the FOGO bins is continuing to climb steadily, with the material making up approx. 50% of the total waste stream. The FOGO Trial quarterly survey was undertaken in February, with 102 surveys submitted, which will be analysed and presented as a quarterly report to council. A consultant has been engaged to facilitate community education programs across the city which will focus on minimising load contaminations.	●	●	●		●
Operational Project	Deliver upgrades to Rosewood and Riverview Transfer Stations	A consultant was engaged in February to commence the delivery of a detailed construction design for the upgrades to Riverview. Work has commenced on the procurement specifications to engage a professional civil engineering service to complete a detailed construction design for Rosewood. Meetings have been held with relevant council departments to discuss other requirements for both sites (e.g. road construction/upgrades, fencing). State funding under the SEQ Community Stimulus Program has yet to be expended as the project planning commenced in quarter 2, this status is expected to change as the projects develop.	●	●	●		●
Operational Project	Urban Heat Island partnership	The Urban Heat Island Partnership remains ongoing with Griffith University and the University of the Sunshine Coast. The Stage 2 report from the university researchers is due in April 2022. An online community survey via Shape Your Ipswich has been active since November 2022 to ascertain people's relationship with the urban environment in terms of thermal comfort and the built/natural environment. The survey is still open with 62 respondents to date. A face-to-face survey was conducted by the researchers conducted on the streets of interest with community members in February 2022. Project continues until end of financial year 2022–2023.	●	●	●		●
Operational Project	Renewable Energy Plan	Future Fuels funding has become available through the Australian Renewable Energy Agency (AREANA) which can fund heavy vehicle Electric Vehicle (EV) transition and charging infrastructure. A proposal has been prepared to submit to AREANA for the first expression of interest phase of the funding process. The funding will enable council to bring forward the purchase of six heavy electric vehicle plus associated charging infrastructure.	●	●	●		●
Operational Project	Enviroplan Project: Acquisition of significant nature conservation land and loan servicing	Loan servicing is maintained. Acquisition of conservation land has not occurred within this quarter due to no suitable land being identified.	●	●	●		●
Operational Project	Enviroplan Project: Community nature conservation partnerships and support	The project is on track to transition all members onto a new agreement by the end of May 2023. Current budget is under due to phasing, however expenditure is expected in quarter 4 through two rounds of Nature Conservation Grants.	●	●	●		●
Operational Project	Enviroplan Project: Nature conservation planning	The Natural Environment Strategy development is underway. A consultant has been engaged to assist in the drafting of the strategy for internal and external review. A community survey has been prepared and will be launched on Shape Your Ipswich in April 2022.	●	●	●		●
Operational Project	Enviroplan Project: Embellishment, capital and operational management investment within the Natural Area Estate	All on going capital projects were impacted by the flood event of February and March, some projects experienced delays of up to 4 weeks. Denmark Hill and Hardings Paddock landscaping component still on track for completion. Some priorities have pivoted to respond to areas which now have restricted access due to the impact of the flood event. Fire risk management program is behind due to whether conditions preventing burns and impacts of the flood event preventing access for vegetation removal. The fire risk management works are likely to be minimal in throughout quarter 4 with deferment to 2022–2023 financial year. Other status has been selected due to delays to works within this project.	●	●	●		●

DELIVERABLES STATUS KEY ● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER* ● COMPLETE

BUDGET STATUS KEY ● ON TRACK ● UNDER ● OVER ● OTHER* ● NO BUDGET ALLOCATED

THEME 4

A TRUSTED AND LEADING ORGANISATION



Landfill application called in by State Government

Despite council rejecting an application for a new landfill at Ebenezer, the State Government has announced it will call-in the Wanless proposal and override Council's planning process.

Council, its planning officers and an Independent Decision Review Panel were in agreement with the decision to approve the resource recovery components of this application, but to oppose the creation of yet another new landfill site for Ipswich.

Council will now turn its attention to ensuring the Deputy Premier has all the relevant information in considering this matter, particularly the negative environmental and community impacts of this proposal.

The development assessment process will restart at the start of the application process and the application will be publicly notified.

Council wants to ensure the views of the Ipswich community, particularly those residents who will be directly affected by this development, are well represented and encourage interested community members to continue to follow this process and to make their voices heard, particularly during the formal public notification period.

The appeal of the Wanless proposal currently in the Planning and Environment Court will now cease and will be superseded by this process.





Rate relief for flood-impacted Ipswich residents and businesses

Rates relief is being offered for hundreds of flood-impacted residents and businesses as part of council's flood assistance package.

Under the relief program, ratepayers impacted by flooding will be provided with a \$250 concession off their next rates bill.

Residents and businesses who have been impacted by flood inundation resulting from the severe weather event in February will receive a \$250 rates concession, pay off rates over a longer period of time, have discounts granted and interest waived on arrears.

Council provided assistance to the community during, and in the immediate clean-up after the event, facilitating access to evacuation centres, flood clean-up, additional waste collection and disposal services as well as emergency repair works to roads and community facilities.

Council gave consideration to what additional financial assistance could be provided to aid the recovery and the measures were aimed to relieve hardship for those in the community who are doing it tough after the flood event.

There were 836 ratepayers who were financially impacted by COVID-19 in the 2020–2021 financial year, who had sought help from council and this package would offer similar relief arrangements.

Council was able to assist those ratepayers through its rates relief program and the flood relief package offered for ratepayers whose land was inundated or partially inundated.

A range of council's planning, building, plumbing and drainage fees were proposed to be waived or discounted where required for the rebuild or repair of an eligible flood affected property.

Fees have been discounted by 50 per cent for animal impoundments, where the impounding has occurred as a result of the flood event. There were between 600 to 1,000 properties potentially impacted by the 2022 floods that may be eligible for these concessions and the flood assistance package will compliment assistance offered by other levels of government as well as the numerous charity organisations working with the community.

Ipswich's 162nd birthday

On Thursday 3 March 2022 Ipswich celebrated 162 years since the Municipality of Ipswich was declared by His Excellency Sir George Ferguson Bowen.

On this birthday, the spirit of Queensland's oldest provincial city was again on show as we responded to and recovered from one of our most significant natural disasters.

Ipswich's long community history has served Ipswich so well in these times of challenge as community spirit and resilience are some of our defining features.

We may be Queensland's fastest growing city, but over 162 years we have developed a strong heritage and deep roots which will now see our community come together through these difficult times to celebrate many future birthdays.



Memorabilia auction to fund domestic and family violence prevention

Proceeds from the online auction of almost 400 items following the dismissal of the former Ipswich City Council will be used to raise awareness in the community of the destructive impacts of domestic and family violence.

Collation of feedback from community reference groups and the public indicated widespread support for proceeds from the sale being used for community purposes.

The circumstances surrounding how some of the items came to be in the possession of council has caused significant concern for our community as the bulk is believed to have been bought over the years with ratepayers' money. Council is determined to ensure no matter their history, the items were disposed of transparently in line with community expectations and in a manner that benefits our community into the future.

The money from the auction will enable council to honour its pledge to work alongside other agencies in crime prevention and health promotion efforts for the community.

The online auction held in December raised \$63,000, and that money will assist Ipswich community organisations via the one-off Domestic and Family Violence Prevention Funding Program.

THEME 4 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Enhance council's Transparency and Integrity Hub	Council continues to improve the customer usability of the Hub through the development of online tutorials. The landing page is being updated with new messages and clearer layout to assist customers identify the information they are seeking. New stories were published during the quarter including the Community Funding story, outlining the successful grant allocations for 2021–2022 financial year.	●	●	●		●
Catalyst Project	Provide more opportunities for elected representatives to interact with community members (Councillor Community Interaction Opportunities)	Work has continued this quarter with the focus being on ensuring the project approach continues to effectively deliver the overall project outcomes.	●	●	●		●
Catalyst Project	Implement Year 1 of 5 of council's People and Culture Strategy	Project Managers have continued to be affected by the impacts of COVID and the resources required to deliver the Mandatory Role Requirements projects and associated Policies. Many projects were able to absorb the delays incurred and are now running according to schedule. Great work continues within the individual projects, enabling the objectives of the Strategy to be achieved. This includes the successful Employee Experience Survey with People and Culture now debriefing leaders and their teams and setting actions in key focus areas.	●	●	●		●
Catalyst Project	Enhance council's Open Data Initiative	This deliverable is planned to be addressed through the implementation of the Data Management Strategy which is in progress over a two-year timeframe.	●	●	●		●
Catalyst Project	Customer Experience Strategy finalisation and phased implementation	The immediate action plan phase of the Customer Experience Strategy continues, 12 of the 17 actions have commenced. Preparation work is being undertaken to determine the requirements for the implementation of the strategy.	●	●	●		●
Catalyst Project Capital Corporate Project	Finalise the business case for the delivery of the iVolve project to implement a technology solution for council	Delivery of Stage 3 has been delayed due to resource availability during the recent flood event. A formal proposal, outlining options for recovery of the delay was formally presented to the Executive Leadership Team (ELT) on 21 March 2022 for endorsement. A review of all governance documentation and essential registers have commenced to ensure they align to the endorsed plan. Approval of the iVolve Stage 3 Delivery Plan has enabled the mobilisation of project resources. The Project budget remains and will remain underspent as following detailed analysis, a real cost saving was realised within the project whereby some work packages have been able to be completed internally rather than requiring engagement of external resources.	●	●	●		●
Operational Project	Delivery of iFuture including benchmarking measures	There have been delays to the project due to recent resource availability. The development of the story for the Transparency and Integrity Hub is continuing with project timeframes extended until 30 June 2022 to enable completion.	●	●	●		●
Operational Project	Records and archiving project	The project is continuing to progress well with nearly 60% of the identified documents indexed and sentenced. For this quarter that was 7,878 boxes indexed and sentenced which equates to 178,845 files/ items of the 13,500 unindexed boxes. This works reduces risk across council through improved search capabilities and compliance with legislative requirements.	●	●	●		●
Operational Project	Complete ICT Strategic Plan Roadmap initiatives for 2021–2022	A report card on achievement to date against the ICT Strategy deliverables was provided to the ICT Steering Committee in the quarter 3 at the February ICT Steering Committee. Planned initiatives have been delivered or are in progress for this financial year.	●	●	●		●
Operational Project	Implement the Data Management Strategy	The roadmap initiatives are being progressed as outlined in the approved Implementation Plan. The procurement of a data platform as planned in the first tranche has been delayed due to an unsatisfactory response to the market approach. It was agreed to reprioritise the Data Governance component from quarter 3 onwards.	●	●	●		●

Item 2 / Attachment 1.

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Operational Project	Implement the enterprise GIS platform	This initiative is in progress, the procurement process is continuing with council resolving the procurement approach in quarter 3. The Request For Quote is due for release in April 2022.	●	●	●		●
Operational Project	Complete the delivery of all components of the ICT Business Case for Change	Quarter 3 has seen the finalisation of the transition back to council for the infrastructure hosting and support from council's previous manager service provider. A closure report was accepted by the ICT Steering Committee in quarter 3.	●	●	●		●
Operational Project	Deliver and optimise the ICT Cloud and Disaster Recovery Initiative	Council's Disaster Recovery (DR) capability has been successfully delivered and implemented in line with council's Business Continuity Plan. A DR test plan has been developed and will be tested in quarter 4. The demilitarised zone redesign was completed successfully in quarter 3, with the implementation to be finalised in quarter 4. Originally out of scope for this project but identified as a risk mitigation activity during the project, the Oracle user acceptance testing was completed successfully in quarter 3, with the production environment to migrate in quarter 4. Ongoing optimisation is continuing.	●	●	●		↑
Operational Project	Effective Asset Management Plan – preparation for implementation phase	The Asset Management Maturity and Gap Analysis Stage 3, and the implementation roadmap was formally presented to council in March 2022. The project is currently awaiting endorsement. Core Stage 3 activities will commence June 2022, following council's approval. The development of all essential governance documentation and processes has been the main focus for the project team. This will ensure all stakeholders are familiar and committed to the agreed delivery plan. The project budget remains overspent due to the cost of consultant engagement, however it is anticipated that savings in the Asset Management Branch will offset this overspend.	●	●	●		↑
Capital Corporate Project	Planning and Regulatory Services – Upgrade of animal facilities, cemetery facilities and P&D systems	The upgrade to the animal management facility has been delayed slightly as the site was inundated by flooding. Planned improvements will continue as the site becomes operational over the next quarter. The project is on track and on budget. Most of the cemetery capital works projects, are progressing on track. Two projects are behind schedule (Tallegalla site design and Ipswich General Headstone relocation design) due to procurement processes and delays due to the recent rain event. The planned construction elements at Tallegalla Cemetery are complete and the construction projects at the Ipswich General Cemetery and Haiglea Cemetery are due to be completed in April. The Tallegalla site design and Ipswich General Cemetery Pioneer Headstone design are both over budget. P&D System upgrades incorporates two different systems. The Infrastructure Charges Management System has been successfully implemented and is now utilised by Development Planning Branch staff. The PD Online replacement system is in implementation phase and is set to be under budget at this stage. The three projects listed in this item are all distinct and separate and are not able to progress at the same rate. Please note detail in each project response.	●	●	●		●

DELIVERABLES STATUS KEY ● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER* ● COMPLETE

BUDGET STATUS KEY ● ON TRACK ↓ UNDER ↑ OVER ● OTHER* ● NO BUDGET ALLOCATED

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Capital Corporate Project	Information Communications and Technology – Upgrade and replacement of hardware, equipment and software to maintain and operate council's information communication and technology systems and infrastructure	Proactive hardware lifecycle management is in process, supply is a current constraint. Oracle lifestyle issues have been escalated and remediation activities are being evaluated.	●	●	●		●

AMENDMENTS

Section 174 of the *Local Government Regulation 2012* states that a local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.

The amendments to the Operational Plan as a result of changes in Quarter 1 of the 2021–2022 financial year, and identified for recordkeeping in Quarter 3, are listed below.

The item listed as

Continue planning for the new Planning Scheme and Local Government Infrastructure Plan

has been split into two independent projects and now appears as

Continue planning for the Ipswich Planning Scheme

Continue planning for the Local Government Infrastructure Plan.

The project listed as

Effective Asset Management Plan – preparation for implementation phase

is a new addition due to its significance to council operations.

DELIVERABLES STATUS KEY ● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER* ● COMPLETE

BUDGET STATUS KEY ● ON TRACK ↓ UNDER ↑ OVER ● OTHER* ● NO BUDGET ALLOCATED

COMMERCIAL BUSINESS UNIT



IPSWICH WASTE SERVICES PERFORMANCE REPORT QUARTER 3 (JANUARY–MARCH)

INTRODUCTION

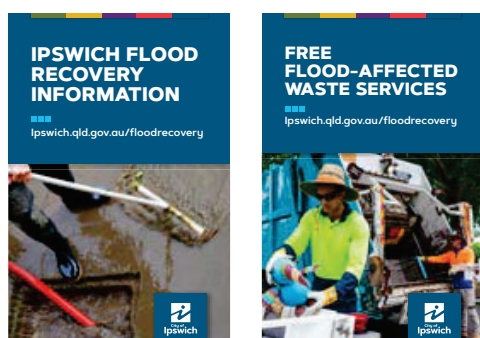
The quarterly report for the period January to March 2022 has been prepared to address the requirements of the Annual Performance Plan by providing the following information.

1. Introduction
2. Major highlights of operational activities
3. Performance in relation to stated performance targets
4. Financial analysis of quarterly performance against budget
5. Waste and Recycling Volumes
6. Recycling and Refuse Centre data

MAJOR HIGHLIGHTS OF OPERATIONAL ACTIVITIES

The following is a summary of major highlights that occurred within Ipswich Waste Services for the period 1 January to 31 March 2022.

a. Disaster and recover response



Late in February 2022, sustained rain created widespread flooding across Ipswich that required a massive disaster and recovery response from council. The enormous clean-up saw about 15,000 tonnes of waste removed from the city, as well as council's refuse centres open free for public use for more than 8,500 visitors across a three-week period. Ipswich Waste Services coordinated over 350 Skip and RoRo services to assist the Ipswich Business community clean-up after the disaster and re-tasked the contracted City-Wide Large Item Collection fleet to assist with over 100 truck days of service to help the residents of Ipswich.



b. Large Item Kerbside Collection Program

The biennial Large Item Kerbside Collection program commenced on the 17 January 2022 and operated for six weeks until being delayed due to the recent flooding event. The program has now been extended and is scheduled to conclude mid July 2022, for more information and the updated suburb collection schedule go to ipswich.qld.gov.au/kerbside.



c. Somerset Regional Council

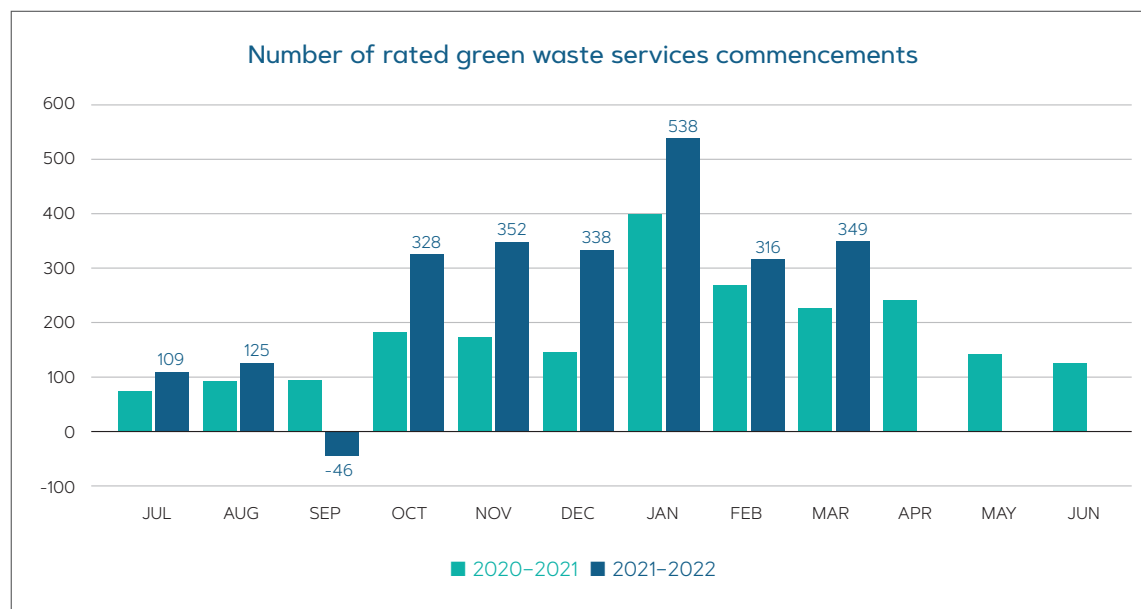
Ipswich Waste Services has been successfully awarded the waste collections contract for Somerset Regional Council Local Government area. This commercial arrangement will be in place until 30 June 2029 with options to extend until 2032. Revenue generated through this contract will be utilised to help fund IWS operations over this time period.

Current commercial activities

In quarter 3 a total of 1,234 Commercial Customers as at the end 31 March 2022.

Green waste bins

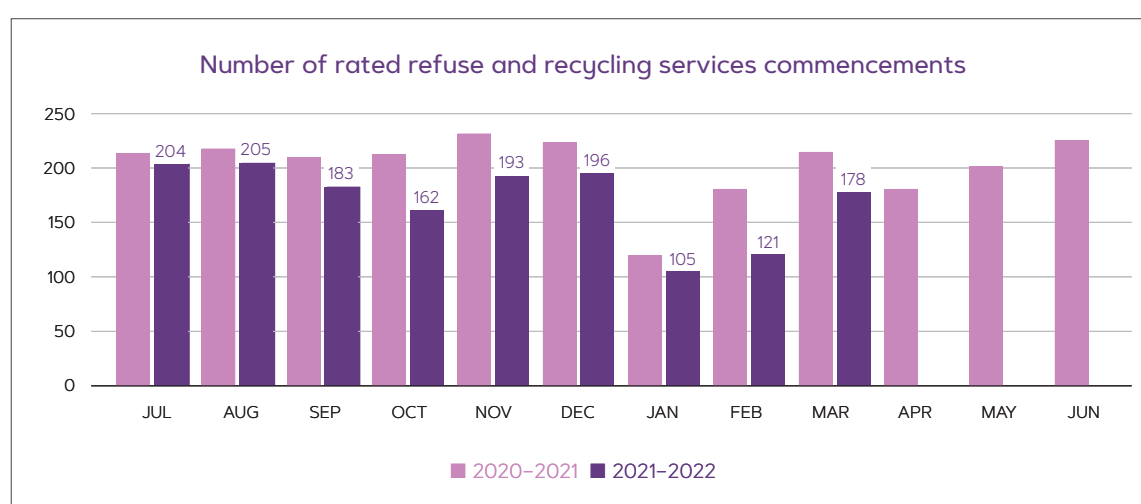
A total of 24,186 properties were rated for the domestic green waste bin as at 31 March 2022.



COMMENT: Approx. 200 existing green waste services located within the FOGO trial area were removed from the above reporting data set in September, as these services are now being provided for under council's trial program as a core service. Council also continued its Opt-In FOGO Service marketing campaign during the January to March quarter which has resulted in a significant take-up of this service. Almost 28% of Ipswich residents now have a FOGO Service.

Domestic waste (refuse and recycling)

A total of 87,051 properties were rated for waste services as at 31 March 2022.



COMMENT: This result is in line with the city's growth rate which may have been affected by multiple factors including such influences as COVID-19.

PERFORMANCE IN RELATION TO STATED PERFORMANCE TARGETS

Customers

PERFORMANCE TARGETS – CUSTOMERS				
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	RESULT
Provide value to customers	Customer response to Survey questions indicates customer satisfaction with the service	90%	Biennial	N/A

COMMENT: This is a biennial survey with the last survey being conducted in May 2021.

PERFORMANCE TARGETS – CUSTOMERS							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	January	February	March
Provide value to customers	Number of domestic refuse and recycling bins repair/damaged and replacement/destroyed per 1,000 rated bins in service	<7	<5	Quarterly	8.88	7.09	9.51
	Number of domestic refuse and recycling bin extra bin service/missed bin complaints per 1,000 rated bins in service	<5	<4	Quarterly	6.01	6.67	7.95

COMMENT: The January to March quarter services were heavily affected as a result of the flood event. It is anticipated that quarter 4 results will return to acceptable standards.



Item 2 / Attachment 1.

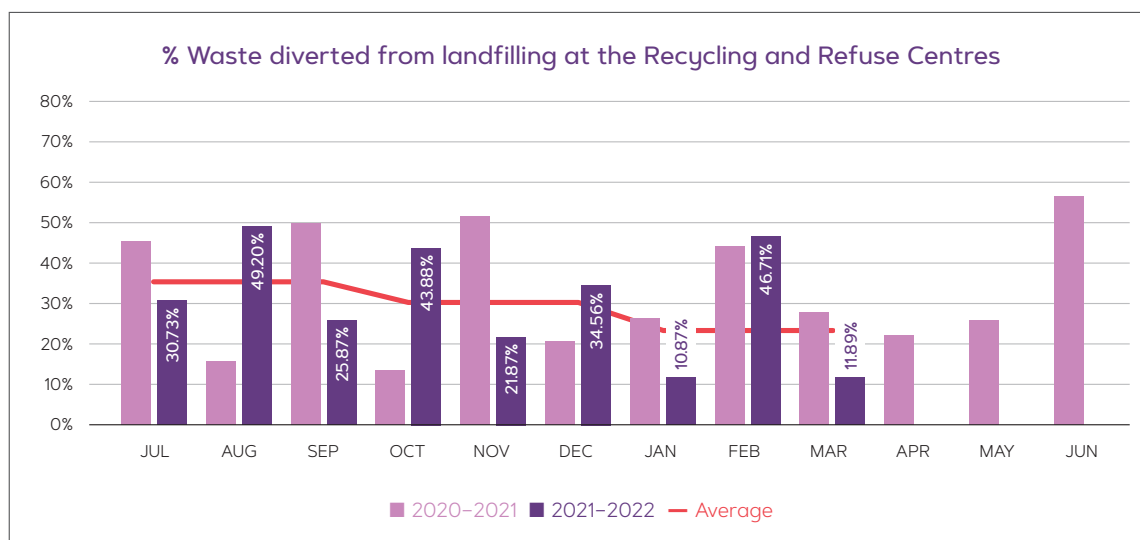
Processes

PERFORMANCE TARGETS – PROCESSES							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT		
					January	February	March
Achieve operational excellence	Extra/Missed Bin Services requests completed within 1 working day	>85%	>95%	Quarterly	99.00%	100%	97.00%
	# of Requests				644	706	850
	# of Request completed on time				640	706	824
	Domestic refuse and recycling service commencements actioned within 5 working days of notification	>85%	>95%	Quarterly	66.00%	95.00%	41.00%
	# of Requests				105	121	178
	# of Request completed on time				69	115	73
	Green waste service commencements actioned within 5 working days of notification	>85%	>95%	Quarterly	65.00%	96.00%	39.00%
	# of Requests				622	432	440
	# of Request completed on time				407	416	173
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT		
					January	February	March
Achieve operational excellence	Requests for Replacements/Repairs actioned within 5 working days	>85%	>95%	Quarterly	53.00%	93.00%	45.00%
	# of Requests				980	785	1,058
	# of Request completed on time				520	730	478

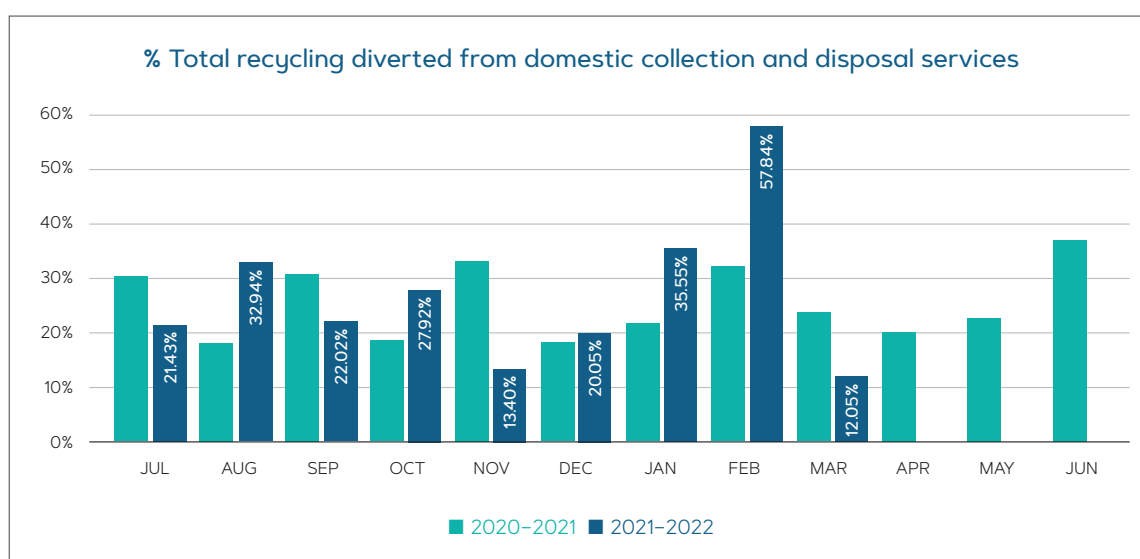
COMMENT: The January to March quarter services were heavily affected as a result of the flood event. It is anticipated that quarter 4 results will return to acceptable standards.

PERFORMANCE TARGETS – PROCESSES							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT		
					January	February	March
Be a good neighbour	% Waste diverted from landfilling at the Recycling and Refuse Centres	>25%	>35%	Quarterly	10.87%	46.71%	11.89%
	% total recycling diverted from domestic collection and disposal services	>20%	>35%	Quarterly	35.55%	57.84%	12.05%
	% domestic green waste diverted from domestic refuse service	>5%	>10%	Quarterly	9.16%	7.94%	7.21%
	% waste diverted from landfilling by the kerbside recycling service	>10%	>15%	Quarterly	7.91%	8.35%	0.00%
	% waste diverted from landfilling by commercial waste services	>5%	>10%	Quarterly	9.68%	12.37%	17.09%

COMMENT: The January to March quarter services were heavily affected as a result of the flood event. It is anticipated that quarter 4 results will return to acceptable standards.

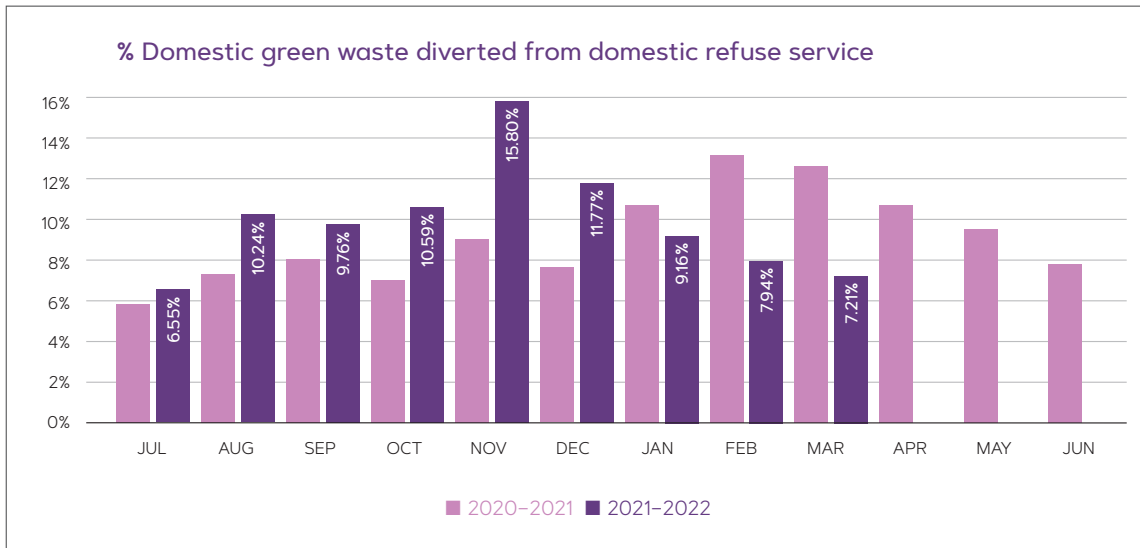


COMMENT: Periodic removal of recycle affects quarterly trends.

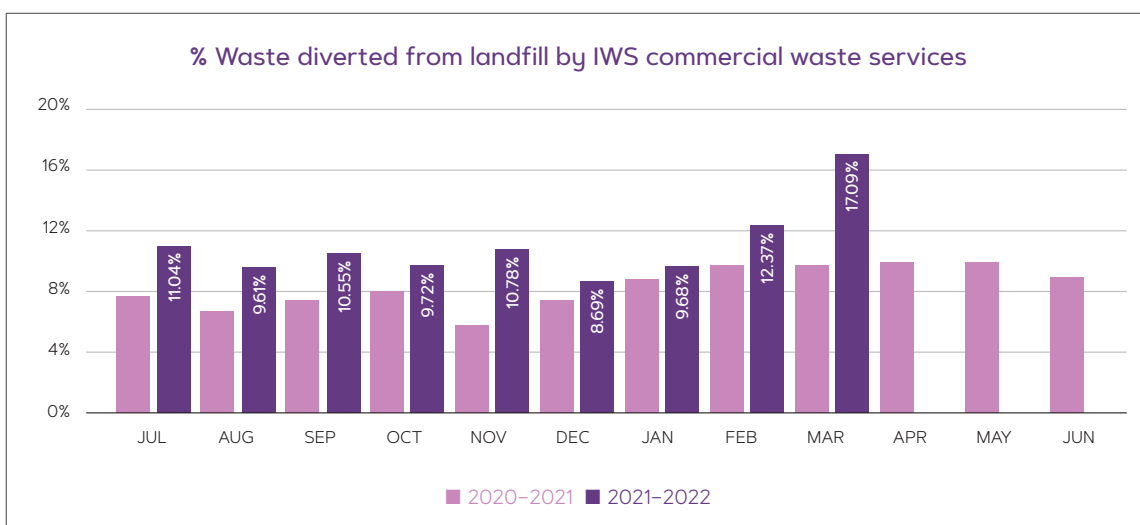
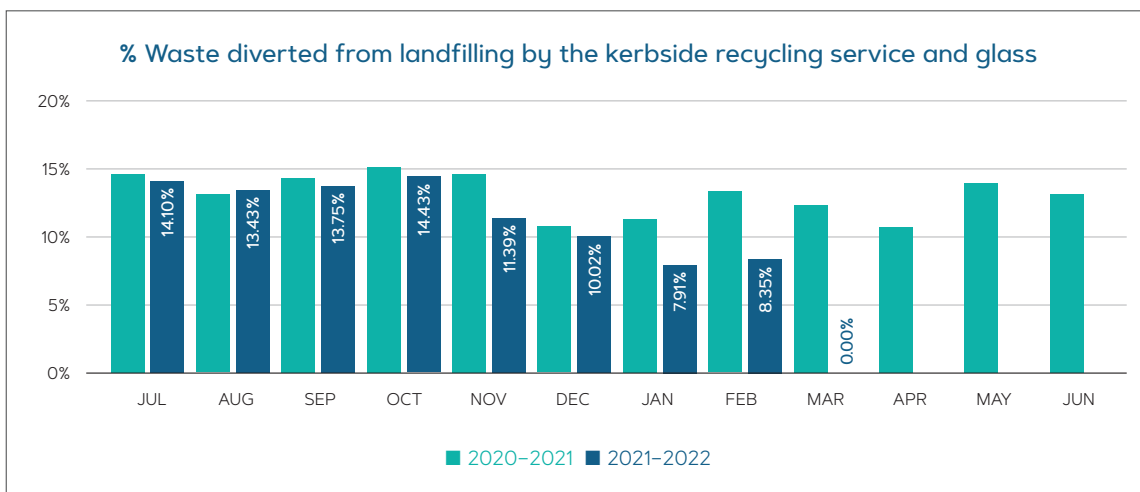


COMMENT: The January to March quarter services were heavily affected as a result of the flood event.

Item 2 / Attachment 1.



COMMENT: With the substantial increase in the number of opt-in FOGO Services, green waste material diversion has increased significantly in comparison to the 2020-2021 results.



FINANCIAL ANALYSIS OF QUARTERLY PERFORMANCE AGAINST BUDGET

Operating result as at 31 March 2022.

The following tables outlines the operating result for the 1 January to 31 March 2022 quarter, and the full 2021-2022 financial year.

Budget

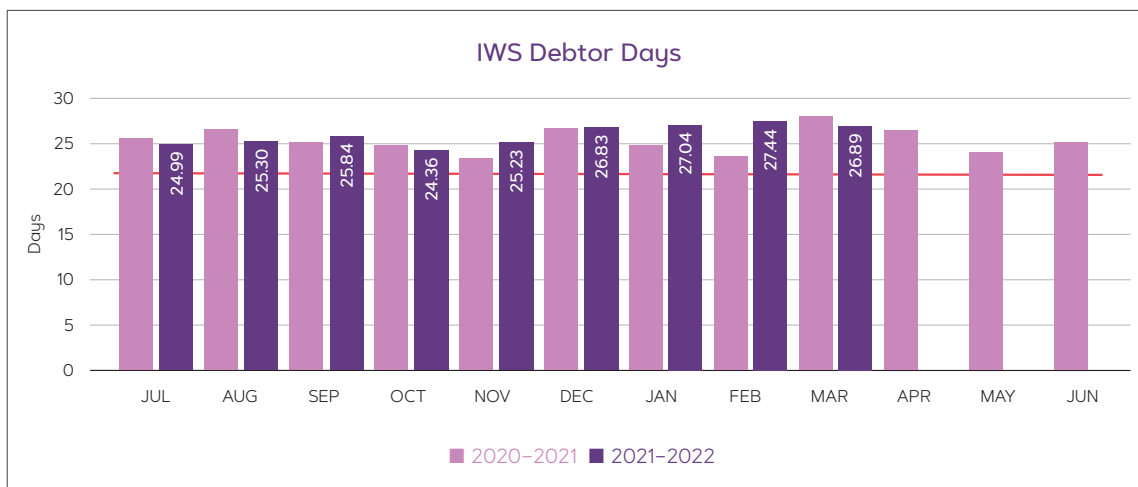
BUDGET V ACTUAL			
THIRD QUARTER	JANUARY – MARCH 2022		
	Actual (\$'000')	Budget (\$'000')	Variance (\$'000')
Operational Revenue	11,904	11,458	446
Operational Expenditure	10,222	8,588	-1,634
Surplus/Deficit on Expenditure	1,682	2,870	-1,188
YTD	FY22		
	Actual (\$'000')	Budget (\$'000')	Variance (\$'000')
Operational Revenue	35,501	34,274	1,226
Operational Expenditure	27,290	26,059	-1,231
Surplus/Deficit on Expenditure	8,210	8,215	-5

Performance Targets – Financial

PERFORMANCE TARGETS – FINANCIAL						
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT	
Provide value to shareholders	Net Profit Margin – Calculated as Net (Surplus) Deficit after tax/Earnings *100	budgeted net profit margin	24.14%	Quarterly	January – March	
					14.13%	
	Budget Performance Surplus on Operations	budgeted net surplus	>budgeted net surplus	Quarterly	Budget QTR \$'000s	Actual QTR \$'000s
					2,870	1,682

COMMENT: Refer to section 4 of this report for an explanation of the financial result for the quarter.

PERFORMANCE TARGETS – FINANCIAL							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	January	February	March
Provide value to shareholders	Debtors Days Outstanding	<38 days	<28 days	Quarterly	27.04	27.44	26.89



Revenue

Revenue is 3.6% above budget estimate.

Expenses

Total Expenses are 4.7% over budget estimate. Employee Expenses are over budget by \$915,000; Materials and Services \$236,000 under; Other Expenses \$304,000 over; and Internal Expense \$87,000 over budget.

Capex

Budget for the year for the Waste program \$1,643m with a total spend as of 31 March of \$853,000 (67.45%). The majority of budget allocation is for acquisition of bins which are replaced throughout the year as required.

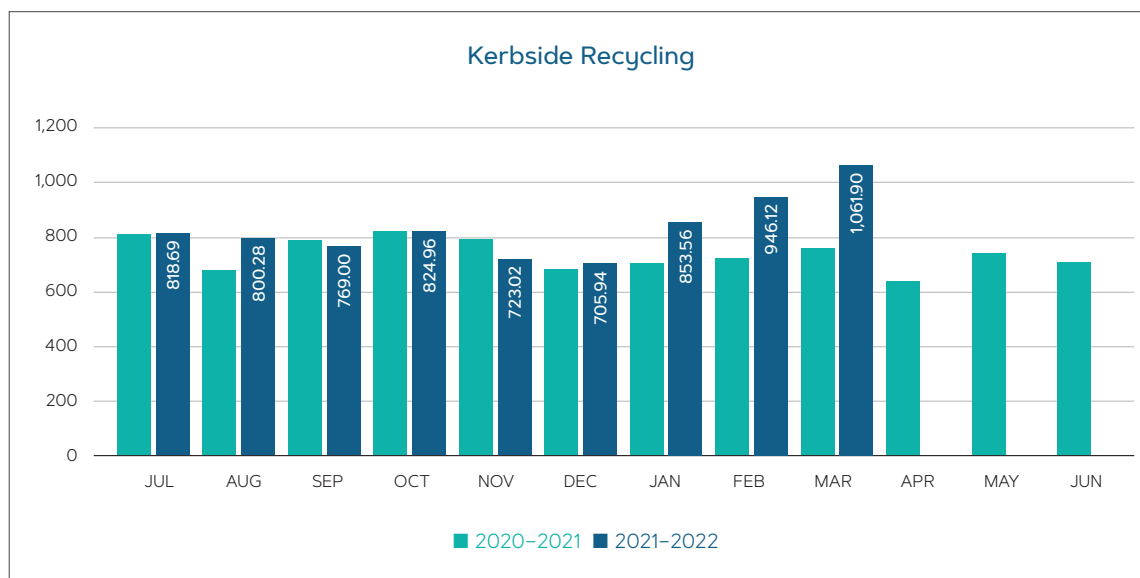
Conclusions

Overall Ipswich Waste Services financial results are in line with the year-to-date anticipated net budget return to council of \$8.2 Million. The above budgeted expenses have been incurred due to increased demand for Waste services, which is in turn being offset through the increased revenue derived through the provision of these services.



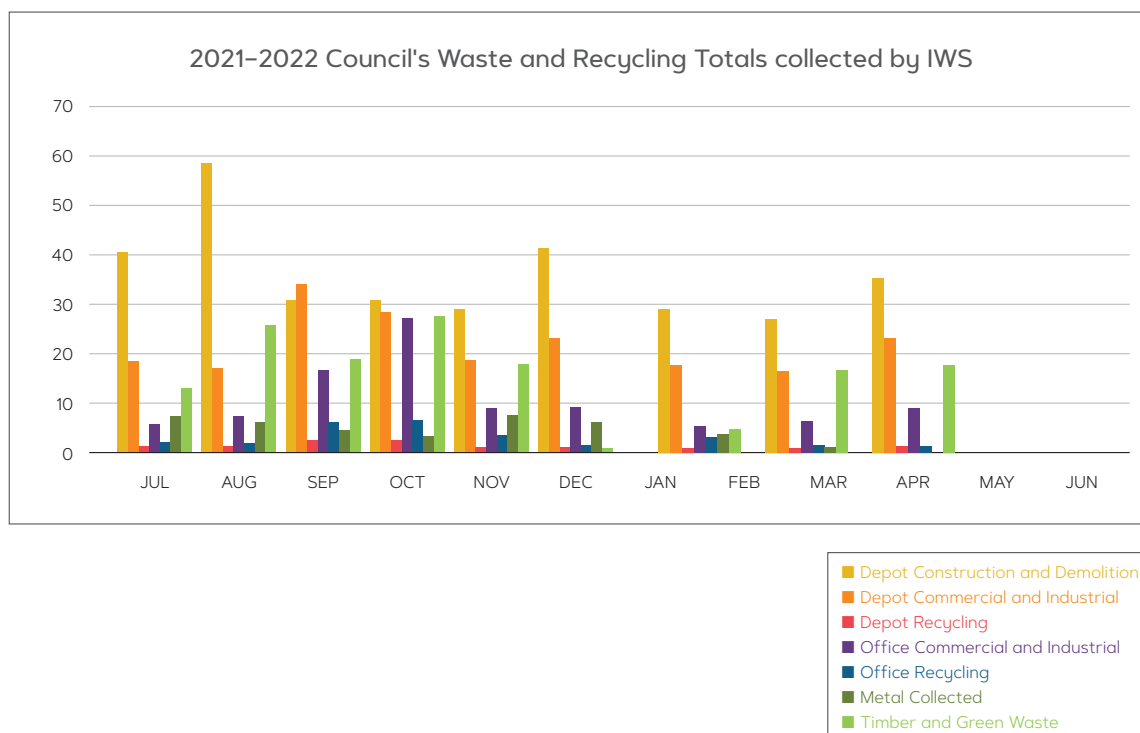
WASTE AND RECYCLING VOLUMES

Kerbside Recycling



COMMENT: Kerbside recycling volumes have increased substantially inline with the success of council's new Recycle 5 advertising campaign.

Council's waste and recycling volumes



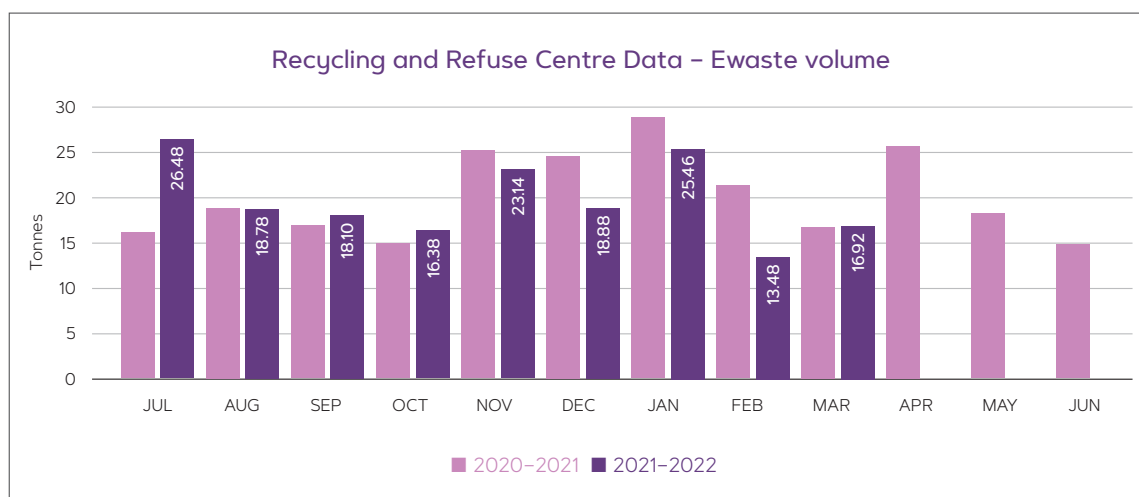
RECYCLING AND REFUSE CENTRE DATA

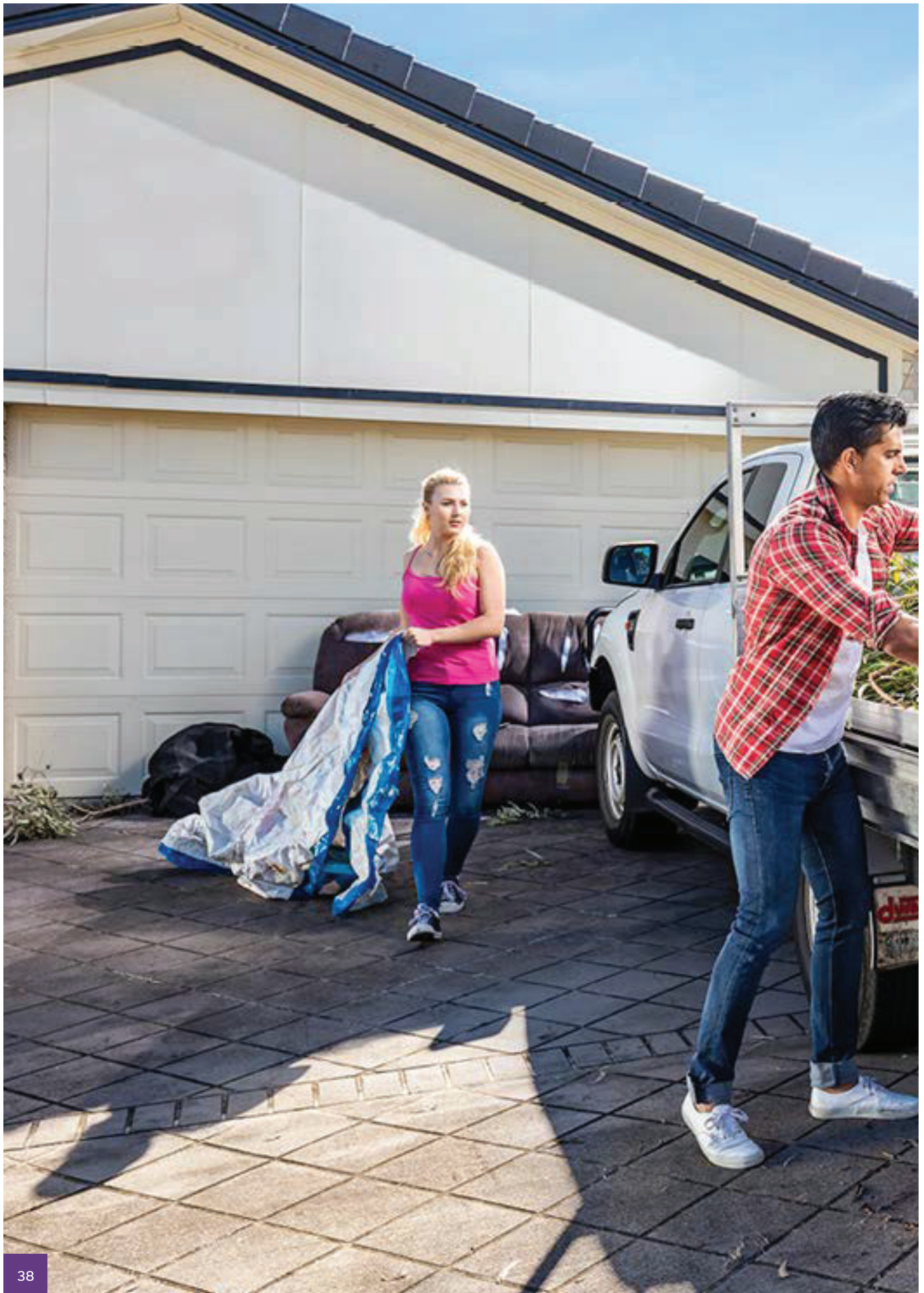
Customer numbers

RECYCLING AND REFUSE CENTRES DOMESTIC CUSTOMER DATA						
MONTH / YEAR	RIVERVIEW			ROSEWOOD		
	2019-2020	2020-2021	2021-2022	2019-2020	2020-2021	2021-2022
July	8,948	10,742	11,643	739	954	1,056
August	9,402	12,493	11,409	744	1,113	1,086
September	9,475	11,650	11,887	809	1,055	1,171
October	8,501	14,510	13,130	765	1,058	1,294
November	7,631	11,493	12,283	750	1,103	1,177
December	10,531	14,556	16,936	924	1,413	1,795
January	11,303	15,746	17,520	994	1,541	1,574
February	10,166	13,704	10,828	865	1,144	1,044
March	11,658	13,610	17,292	983	1,118	2,194
April	11,880	13,024		1,153	1,279	
May	13,225	11,900		1,219	1,089	
June	10,347	10,185		956	909	
TOTAL YEAR TO DATE	123,067	153,613	122,928	10,901	13,776	12,391

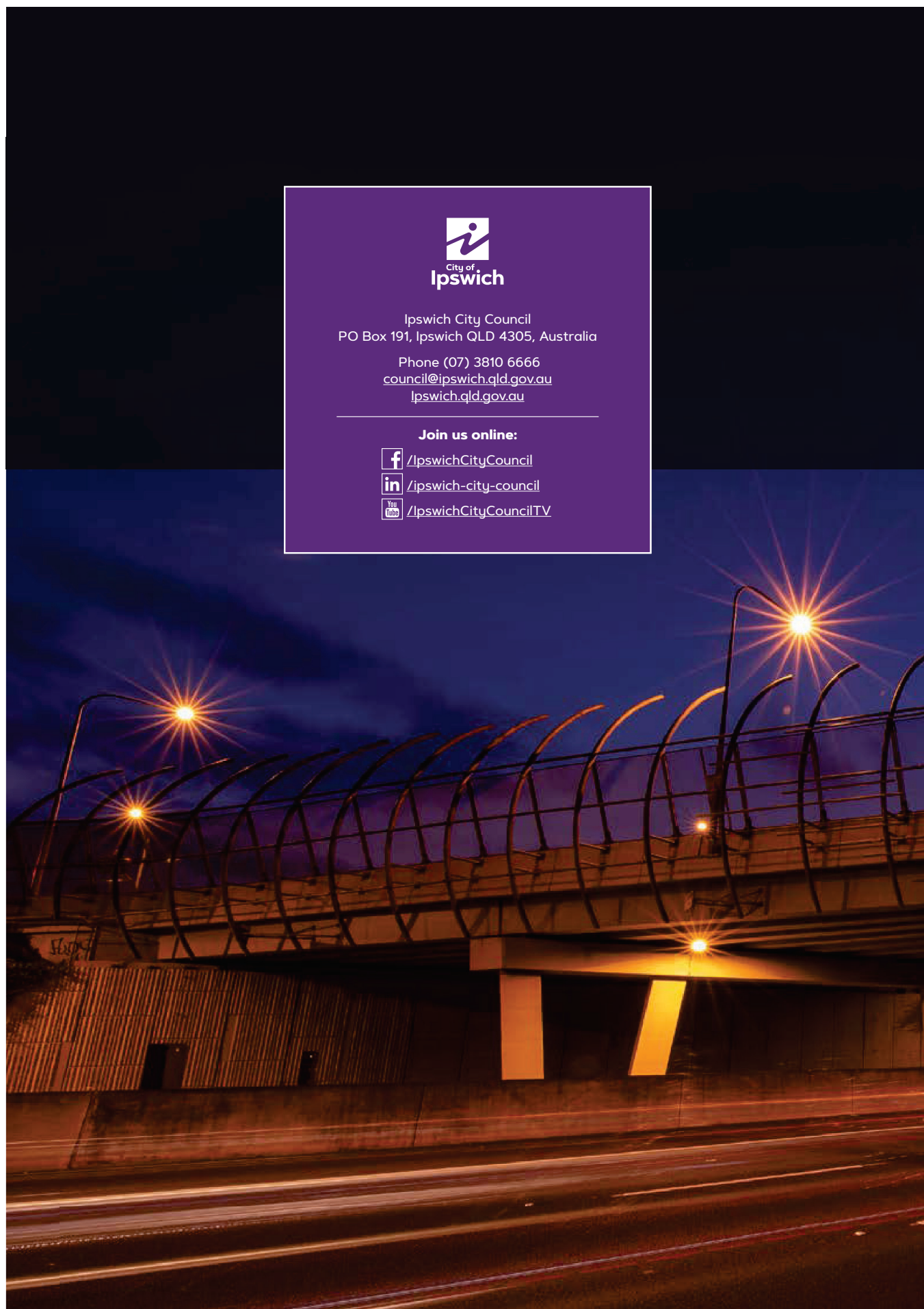
COMMENT: The city's recycling and refuse facilities are seeing unprecedented visitor numbers.

Ewaste volume












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Doc ID No: A8013440

ITEM: 3

SUBJECT: QUARTERLY REPORTS TO THE DEPARTMENT OF STATE DEVELOPMENT,
INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING

AUTHOR: ACTING MANAGER, PERFORMANCE

DATE: 20 APRIL 2022

EXECUTIVE SUMMARY

This is a report concerning a request received by the Mayor (on behalf of Council) from the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) for Council to provide a series of quarterly performance reports through to the quarter ending 30 June 2022.

This is the fourth of the quarterly reports for consideration by the Governance and Transparency Committee and relates to the period January – March 2022. This quarterly report also addresses the recent further request of 21 April 2022 from the Director-General (Attachment 1) concerning the recent change to Council's Media and Corporate Communication Policy. Endorsement of this quarterly report is sought, with the Mayor to send a letter and the quarterly report to the Director-General.

As noted above, Council's obligation to provide quarterly performance reporting ends on 30 June 2022. This quarter's letter seeks direction from the Director-General on concluding this reporting requirement.

RECOMMENDATION/S

That Committee endorse the draft letter and quarterly performance reports (January – March 2022) set out in Attachments 2-7.

RELATED PARTIES

There is no potential, perceived or actual conflicts of interest to disclose.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The Director-General, DSDILGP wrote to Mayor Harding on 6 April 2021 and advised of his decision to not reappoint Mr Steve Greenwood as Advisor to Ipswich City Council for a further period. Mr Greenwood had been appointed to the role of Advisor for an initial period of twelve (12) months. The initial period ended on 12 April 2021.

However, under section 115 of the *Local Government Act 2009*, the Director-General, DSDILGP, Mr Damien Walker, requested that up to 30 June 2022, the Council provides him with quarterly reports on the performance of Council including the following matters:

- progress of the People and Culture Strategic Plan developed during Mr Greg Chemello's period of interim administration.
- implementation of any outstanding issues from Mr Chemello's final Vision 2020 which he understood to be: Procurement; ICT and Knowledge Management; and People and Culture.
- results from the Council's Pulse staff survey results and any actions being implemented to address issues of concern identified through that survey.
- any significant changes to governance policies and processes and the rationale for such changes.
- any significant issues relating to senior staff changes; and
- any issues which may identify corruption risks.

The progress reports have been collated for the period of January to March 2022 for each item identified above (Attachments 3-7). These progress reports have been adopted as the standard for the series of quarterly reports to the Director-General, DSDILGP up until 30 June 2022.

LEGAL/POLICY BASIS

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

Local Government Act 2009

Local Government Regulation 2012

Public Sector Ethics Act 2004

Industrial Relations Act 2016

Crime and Corruption Act 2001

RISK MANAGEMENT IMPLICATIONS

There has been significant investment in good corporate governance and risk management both during the period of Interim Administration of Ipswich City Council and since the return of the elected representatives in April 2020. Council has implemented an Enterprise Risk Management Framework and has developed and is implementing a Five-Year Risk Maturity Roadmap to continue to mature its approach to identifying and managing risks.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
NON-DISCRETIONARY DECISION
The Recommendation of this report arises from a requirement under section 115 of the <i>Local Government Act 2009</i> that allows for the monitoring of a local government's performance and do not impact individuals. Therefore, the decision will not be unlawful under the <i>Human Rights Act 2019</i> .

FINANCIAL/RESOURCE IMPLICATIONS

The collation of the quarterly performance reports has been undertaken by the Enterprise Program Management Office (ePMO) of Council within the existing resource allocation and has been given priority over other responsibilities given the legislative obligation. All future performance reports will continue to be coordinated by the ePMO up until 30 June 2022.








COMMUNITY AND OTHER CONSULTATION

The Performance Reports have been coordinated by the ePMO with input and content verified by the relevant officers identified in the reports. Consultation on the draft letter and progress reports has also occurred with the Office of the Chief Executive Officer and the Officer of the Mayor.

CONCLUSION

The Director-General, DSDILGP has requested council provide a series of quarterly reports up until 30 June 2022. The proposed cover letter and January – March 2022 quarterly reports are set out in Attachments 2 to 7.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Request from Director-General regarding Media and Corporate Communications Policy ↓ 
2.	DG Letter - Draft Cover Letter, January to March 2022 ↓ 
3.	DG Letter - Project Status - People and Culture, January to March 2022 ↓ 
4.	DG Letter - Project Status - Information Knowledge Management, January to March 2022 ↓ 
5.	DG Letter - Project Status - Policy and Procedure Change, January to March 2022 ↓ 
6.	DG Letter - Project Status - Fraud and Corruption Control, January to March 2022 ↓ 
7.	DG Letter - Project Status - ICT Strategy, January to March 2022 ↓ 

Anna Payne

ACTING MANAGER, PERFORMANCE

I concur with the recommendations contained in this report.

Maree Walker

ACTING GENERAL MANAGER COORDINATION AND PERFORMANCE

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

Our ref: DGC22/141

21 April 2022

Councillor Theresa Harding
Mayor
Ipswich City Council
mayor@ipswich.qld.gov.au



Department of
**State Development, Infrastructure,
Local Government and Planning**

Dear Mayor Harding

Thank you for your letter of 24 March 2022 to Mr Damien Walker, Director-General, Department of State Development, Infrastructure, Local Government and Planning submitting the quarterly report on the Ipswich City Council's (the council) performance. Mr Walker has asked me to respond on his behalf on this occasion.

I appreciate your report on the details of the work undertaken during October to December 2021 to ensure good governance throughout the council. However, I have noted the recent media articles about the council's decision to adopt a new Media Policy.

The reporting about the new Media Policy has stated the council has moved away from council's previous statement regarding its commitment to transparency. As I am sure you appreciate, the local government principles outlined in the *Local Government Act 2009* specifically include transparent and effective processes.

I am also cognisant that the Crime and Corruption Commission's 2018 report *Culture and corruption risks in local government, Lessons from an investigation into Ipswich City Council (Operation Windage)* identified that one of the most serious failures of the culture and conduct at the council was the use of mechanisms which allowed avoidance of scrutiny of its actions.

It would be appreciated if your next quarterly report could detail the changes to the Media Policy and why those changes were seen as necessary and appropriate.

If you require any further information, please contact Ms Rebecca McAnalen, Principal Region Advisor (Southern), Local Government Division, in the Department of State Development, Infrastructure, Local Government and Planning, by telephone on (07) 3452 6738 or by email at rebecca.mcanalen@dsdilgp.qld.gov.au, who will be pleased to assist.

Yours sincerely

Bronwyn Blagoev
**Acting Deputy Director-General
Local Government Division**

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530



Mayor Teresa Harding

City of Ipswich
Queensland, Australia

Mr Damien Walker
Director-General
Department of State Development, Infrastructure,
Local Government and Planning
Via email: damien.walker@dsdilgp.qld.gov.au

<date>

Dear Mr Walker

I am pleased to provide the fourth quarterly report on the performance of Ipswich City Council under section 115 of the *Local Government Act 2009* in line with your request of 6 April 2021 (your ref: DGBN21/122). This quarterly report also provides additional information on the recent change to Council's Media and Corporate Communication Policy in line with your further request of 21 April 2022.

The quarterly report has been resolved by Council at its Ordinary Council Meeting on 19 May 2022. The report addresses the following matters as requested:

- Progress of the People and Culture Strategic Plan;
- Implementation of outstanding issues from Mr Chemello's final Vision 2020 report namely:
 - Procurement;
 - ICT;
 - Knowledge Management;
 - People and Culture pulse survey results and actions;
- Significant changes to governance policies and processes;
- Significant issues relating to senior staff changes; and
- Issues which may identify corruption risks.

For the quarter from January 2022 to March 2022 I am pleased to advise this council has again made further considerable achievements in these areas. A key summary is provided in Appendix 1 with related detailed progress reports also attached.

In line with your original request of 6 April 2021 (your ref: DGBN21/122), the report enclosed represents the second last performance report requested of Council, with the final report to be submitted upon completion of the April 2022 to June 2022 quarter. A number of the requested reportable matters will be concluded by the end June 2022, however some are multi-year initiatives that will continue to be ongoing post this reporting requirement. Of the initiatives that will be ongoing, Council has demonstrated considerable progress and achievement in these areas to which has greatly contributed

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to Council rebuilding community trust through accountability and transparency in our operations. Therefore I am now seeking your direction and confirmation on concluding this reporting requirement at the end of the June 2022 quarter.

If you or your officers would like further detail or information on any of these matters, I would be happy to assist in providing this to you.

Should you require any additional information, please contact my Chief of Staff, Ms Melissa Fitzgerald, on 0439 994 156 or Melissa.Fitzgerald@ipswich.qld.gov.au.

Yours sincerely

Mayor Teresa Harding

Cc: Natalie Wilde, Deputy Director-General, Local Government Division
natalie.wilde@dsdilqp.qld.gov.au

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Appendix 1

Key Summary – Quarterly Performance Report January to March 2022

Index	Summary of Key Achievements this Quarter	Attachment
<ul style="list-style-type: none">- People and Culture Strategic Plan Progress- Results and Actions from Employee Experience Survey (replaced Pulse Survey)- Senior Staff Changes	<ul style="list-style-type: none">- Implementation of the People & Culture Strategic Plan remains on track. Key highlights include: continued delivery of Inspiring Leaders Program, delivery of Team Effectiveness Program workshops, communications plan to promote new Learning and Development Administrative Directive- Enterprise Bargaining negotiations continuing- Data from Employee Experience Survey undertaken in Q2 shared with all staff through a personalised summary report- Individual analysis sessions held with leaders and collaborative debriefs and action planning sessions with teams.- Recruitment process currently on hold for General Manager, Corporate Services Department	1
<ul style="list-style-type: none">- ICT	<ul style="list-style-type: none">- Mid-point report card on progress against ICT Strategy 2019-2024 shows positive progress achieved in Horizon 2 (2021-22) with several key initiatives already delivered and many in flight- Planning for ICT Strategy Horizon 3 (2022-23) has commenced in line with Council's budget process- Continued focus on maturing ICT governance functions- Disaster Recovery (DR) solution has been implemented, with initial testing conducted successfully- DMZ re-design and migration activity nearing completion- Optimisation of the new hybrid cloud environment will continue- iVolve (Platform of the Future) approach to market plan is currently in design phase	2
<ul style="list-style-type: none">- Knowledge Management	<ul style="list-style-type: none">- Continued focus on Information Management with the commencement of deliverables identified in the Information Management (IM) Strategic Plan- All other key actions have been completed and transitioned to business as usual (BAU)	3
<ul style="list-style-type: none">- Policy and Procedure Changes	<ul style="list-style-type: none">- Covid Vaccination Procedures approved- Updates/amendments to the Indigenous Accord; Ipswich Enviroplan Program and Levy; and Meetings Procedure Policies were approved- New Media and Corporate Communication Policy adopted	4
<ul style="list-style-type: none">- Fraud and Corruption Control	<ul style="list-style-type: none">- Fraud and Corruption Control plan reviewed and endorsed by the Executive Leadership Team- Fraud and Corruption Awareness Training updated to include extended content on PIDs	5
<ul style="list-style-type: none">- Procurement	<ul style="list-style-type: none">- Nil outstanding actions and completed (refer to report submitted Q4 20/21).	N/A

People and Culture Progress Report

Details	Implement the People and Culture Strategy	Governance Oversight	Acting General Manager - Corporate Services
Project Manager	People and Culture Manager	Reporting Period	January to March 2022
Overall Health	<p>The People and Culture Strategy 2021 – 2026 focuses on the delivery of the three key objectives:</p> <ol style="list-style-type: none"> 1. Strengthen our People and Culture services and products to ensure council is a trusted and leading organisation 2. Actively improve our employee experience where staff are empowered, connected and supported for exceptional individual and council performance. 3. Foster a safe and accountable workforce that thrives within an environment of inclusion, wellbeing and respect. <p>The impact of several public health directives (PHD) mandating COVID-19 vaccinations for certain venues in late December 2021 has impacted the delivery of some key initiatives in Quarter 3. The People and Culture Branch had to pivot to focus on ensuring 454 employees provided proof of vaccination in order to be able to conduct their roles whilst meeting requirements under the new PHDs.</p>		

Key Project Area	Actions	Progress this Period
Performance	<p>Performance check-in pilot</p> <p>Inspiring Leaders Program module 2 (Quality Conversations) and module 3 (Performance Planning)</p> <p>Team Effectiveness Program</p>	<ul style="list-style-type: none"> • The new performance check-in Form was sent to 177 pilot participants to commence a performance and career development discussion. We are now at the mid-point of the pilot with low levels of engagement with the process. P&C continue to explore 'best practice' solutions as we take learnings from the current pilot. Next steps will be discussed at Executive Leadership Team meeting on 5 April 2022. • Delivery of the Quality Conversations module (6 weeks) continues to remaining Inspiring Leaders participants - covering effective communication, active listening, difficult situations, conflict resolution and providing feedback • Performance Planning module (6 weeks) has commenced delivery to Inspiring Leaders participants in March 2022 focused on alignment to and delivery in support of the performance framework. • Team effectiveness program workshops continue to be in demand, however COVID restrictions and recent flooding have impacted our ability to facilitate. Many sessions scheduled for February and March have been rescheduled for April and May.
Leadership Development	<p>Inspiring Leaders Program</p> <p>Senior Leaders' Forums</p> <p>Executive Leadership Team & Branch Manager Workshops</p> <p>Managing @ ICC program</p>	<ul style="list-style-type: none"> • COVID restrictions and recent flooding has resulted in Inspiring Leaders workshops scheduled for February and March to be rescheduled in April and May. • Senior Leader Forums continue to be conducted every month • Executive and Branch Manager workshops continue to be held every 6 weeks • Internally designed, developed and facilitated management development program 'Managing @ ICC' received endorsement from Executive Leadership Team on 22 March. Development is now in progress with launch to a pilot group scheduled for May 2022.
Workforce Planning	Development of a Workforce Plan for the Infrastructure and Environment department	<ul style="list-style-type: none"> • The impact of meeting the requirements of the COVID-19 Public Health Directives has delayed the finalisation of the IED Workforce Plan, with step 4 to be completed in Quarter 4. • Step 4 is the development and delivery of the IED Workforce Plan 2022 – 2027

Item 3 / Attachment 3.

Learning and Development	<p>Learning and Development Framework</p> <p>Compliance-based curriculum</p> <p>In-house development of compliance-based elearning module</p>	<ul style="list-style-type: none"> Following the approval of a new Learning and Development Administrative Directive and Procedure in December 2021, an internal communications plan was executed in January 2022 to promote the new directive with intranet articles, cascading emails from General managers and Branch managers, posters, infographics and a quiz. A curriculum centred on compliance-based training is now live in our Learning Management System and has been supported by a communication plan and information pack. Development of a reporting dashboard using power BI has commenced for visibility of completion rates of required learning. Continued to add to our internally developed, compliance based elearning modules with a Queensland Human Rights module now approved for rollout.
Culture Engagement and Inclusion	<p>Defining the ICC Employee Experience</p> <p>Reward and Recognition Framework development</p> <p>Progressing ICC Indigenous Accord actions</p>	<ul style="list-style-type: none"> Following our inaugural Employee Experience Survey in November/December 2021, the Organisational Development Team and our People and Culture Business Partners have been actively supporting leaders and teams interpret survey results and action plan. Team based, debriefs and action planning sessions will continue. Following the approval and publication of updated Reward and Recognition Administrative Directive and Procedure, displays with printed recognition cards have been installed to support informal, every day feedback. More formal, digital certificates are currently in design. Following an expression of interest process, Council's Aboriginal and Torres Strait Islander Employee Working Group was launched on 17 March at an informal event attended by Elected Representatives, senior ICC leaders, and Indigenous Accord working group members. Following the launch event, the first working group meeting was held and terms of reference established. Working group meetings will now be held monthly.
Health and Safety	<p>Lost time injury performance</p> <p>AS/NZS ISO 45001:2018 – Occupational Health and Safety Management System (Safety Leadership)</p>	<ul style="list-style-type: none"> ICC is a leading Council for lost time injury performance. The Lost Time Injury Frequency Rate (LTIFR) for Ipswich is 4.74, with the state average being 7.30. The Local Government Association of Queensland (LGAQ) and Department of Local Government, Racing and Multicultural Affairs (DLGRMA) data places Ipswich City Council as the best performing Council in the state for lost time injury performance. The Safety Management System is currently in place and operational throughout Council, with system benefits already producing results of: <ul style="list-style-type: none"> Injury rate 75% less than same time last year Incident rate 50% less than same time last year Council is currently out to market to seek a certification body to conduct certification against AS/NZS ISO 45001:2018.
Service efficiency and effectiveness	<p>Enterprise Bargaining negotiations continuing</p> <p>People Services Realignment</p> <p>COVID-19 vaccinations and workforce impacts</p> <p>iVolve Project</p>	<ul style="list-style-type: none"> Council has achieved in principle agreement with unions for a three year Certified Agreement for field based employees. After the required consultation period the Agreements will be available for a staff ballot and certification at Queensland Industrial Relations Commission. A new three year Certified Agreement for Resource Recovery Drivers is scheduled to be certified at the Queensland Industrial Relations Commission on Friday 1 April 2022. Council continues to ensure compliance with Queensland Government Public Health Directions relating to COVID-19 vaccinations and management.

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		<ul style="list-style-type: none"> • A realignment focused on continuous improvement and strengthening our people and culture services has occurred in the People Services section to introduce a customer centric business service model with regards to Talent Acquisition, Payroll and Systems and Governance. • The People and Culture Branch has actively participated in a number of workshops to define our functional business requirements as part of the iVolve Project, which will identify future Enterprise Resource Planning (ERP) system requirements
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Employee Experience

Council's annual Employee Experience survey, closed on 3 December 2021 with 875 responses were received, representing the majority of the organisation (67%).

Data from the survey was shared with all staff through personalised summary reports, and leaders for all Branches and Sections with eight or more survey responses received reports detailing their teams' feedback across eighteen factors.

Organisational engagement received a 59% favourable rating, with over two-thirds of staff stating that they feel proud to work for Ipswich City Council, they'd recommend Council as a great place to work, and still see themselves working for Council in 2 years' time. Survey results also highlighted positive employee experience with regards to new ways of working, management, work/life blend, and organisational alignment. Key opportunities for positive change include communication, leadership, social connection, and feedback & recognition.

In Quarter 3, People & Culture have been actively supporting individual analysis sessions with leaders and collaborative debriefs and action planning sessions with teams. These team based sessions aim to result in agreed actions at team level that will improve identified areas from the survey. Further, these actions are intended to be kept 'active' by adding Employee Experience actions to the agenda of regular team meetings.

Senior Staff Movements

Position	End Date	Recruitment status	Comments
General Manager, Corporate Services	18 November 2021	On hold	<p>Sharp and Carter have been appointed to conduct a thorough recruitment process for the position of General Manager, Corporate Services.</p> <p>The recruitment has been placed on a temporary hold due to unexpected and extended leave of a key panel member, with recruitment expected to commence again in May 2022 (Quarter 4).</p> <p>Mr Jeffrey Keech, Chief Financial Officer, continues to act in the role whilst the recruitment is on hold.</p>

Information and Knowledge Management Progress

Details	Information Management Project	Governance Oversight	Acting General Manager - Corporate Services
Project Manager	Corporate Governance Manager	Reporting Period	January to March 2022
Overall Health	Council has been working on improving information and knowledge management practices as a sub-project of a broader program to increase the maturity of corporate governance (Strategic Maturity of Corporate Governance Project).		

Key Action	Progress this Period
Information Management risk and gap analysis	<p>Completed a risk and gap analysis of governance relating to Information Management to inform the development of the Information Management Strategic Plan and participated in the development of the Data Management Strategy and Roadmap initiative which is currently underway.</p> <p>Q2 21/22 – This has been completed and added to the information Management Strategic Plan, which was endorsed by the ICT Steering Committee on 16 June 2021. No further action is required.</p> <p>KEY ACTION COMPLETED</p>
<p>Develop an Information Management Strategic Plan including:</p> <ul style="list-style-type: none"> • Alignment to strategy • Current versus future state • 5-year implementation roadmap • An Implementation Plan • An Engagement and Communication Plan 	<p>The Information Management Strategic Plan and proposed 5-year implementation road map were endorsed by Council's ICT Steering Committee on 16 June 2021.</p> <p>The plan identified 23 deliverables from the risk and gap analysis of Council's information management governance coverage across the Framework's seven (7) Information Management Domains. Fourteen (14) are being delivered by the Information and Management Unit (IMU) and nine (9) by the Information, Communication and Technology (ICT) Branch. The Plan lays out a roadmap for a five-year development and implementation of the governance documents.</p> <p>Q2 21/22 – The Information Management Unit started drafting the fourteen (14) deliverables assigned to IMU. The tasks are currently in progress and will be discussed with appropriate ICT counterparts and senior management when ready. Ongoing</p> <p>Q3 21/22 – The Information Management Unit has developed the draft Knowledge Management Strategy, Administrative Directive, and Procedure, which has been socialised with ICT counterparts and People and Culture. These documents are in the process of being finalised for submission to the next ICT Steering Committee for ELT review and approval. Other deliverables assigned to IMU are in the final stage of drafting. Ongoing</p>
Information Management Managers Toolkit	<p>An Information Management Managers Toolkit has been developed to provide topics for discussion at Branch and Section Meetings, with a 12-month communication plan and awareness program which is currently in progress. The next phase will see further engagement with Branch Managers across Council to assess levels of implementation. This measure will be included in progress reporting to the Executive Leadership Team.</p>

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	<p>Q2 21/22 – The Information Management Managers Toolkit was approved by the Corporate Services General Manager on 6 September 2021. No further action is required.</p> <p>KEY ACTION COMPLETED</p>
Annual Information Management Training Calendar	<p>Annual information management training calendar has been established and embedded into business as usual.</p> <p>Q2 21/22 - This has been completed and added to the Information Management Strategic Plan, which has been endorsed by the ICT Steering Committee on 16 June 2021. No further action is required.</p> <p>KEY ACTION COMPLETED</p>
Annual Information Management Awareness Campaign	<p>Continued internal communications delivered to promote information management practices.</p> <p>Q2 21/22 - Information Management Unit regularly publishes articles on The Wire (Council's intranet page). Ongoing</p> <p>Q3 21/22 - Information Management Unit annual communications are incorporated in the Corporate Governance Communications Calendar which is reviewed yearly. The calendar schedules articles published on the Wire and the Information Management Unit also undertakes Bite-Sized Sessions with staff to further communicate new process, legislative requirements and best practice in information management. Wire articles cover the below topics:</p> <ul style="list-style-type: none"> • eDRMS upgrades • Records Lifecycle Management • Retention and Disposal of Records • Misuse of confidential information • Staff's responsibilities regarding private information <p>KEY ACTION COMPLETED</p>
Develop internal control process for council's information management system (Objective)	<p>Process completed and meets the requirements of Office of the Information Commissioner (OIC) audit recommendations, effectively completing the management requirements of the 2017 OIC Audit.</p> <p>Q2 21/22 - No further action is required.</p> <p>KEY ACTION COMPLETED</p>
Information Management Unit Manual and processes	<p>Reviewed and amended the Information Management Manual and processes for all activities for the Information Management Unit.</p> <p>Q2 21/22 – The Policies, Procedures, and Quick Reference Guides have been further reviewed in December 2021. These documents are now reviewed regularly with automated review reminders tracked via Pulse software with review completions reported to the Executive Leadership Team. No further action is required.</p> <p>KEY ACTION COMPLETED</p>

Policy and Procedure Change Overview Report

Details	To provide oversight of all significant corporate wide policy and procedure changes approved through Council within the reporting period. Acting General Manager - Corporate Services		
Report prepared by:	Governance & Public Interest Disclosure Coordinator	Reporting Period	January to March 2022

Policy Title	Date of Change	Change Initiated by	Change Overview	Reasons for Change
COVID-19 Vaccination requirements for entering premises as a visitor under a Public Health Direction	19 January 2022	People and Culture Branch, Corporate Services Approved by General Manager (Corporate Services)	New procedure	Council is committed to ensuring the effective management of all health and safety risks associated with COVID-19 when conducting Council's business or undertakings and to protect our employees and the community. Council is also required to adhere to government public health directives and ensure all legislative requirements for COVID-19 vaccinations are met. This procedure provides appropriate guidelines for managing these interactions in accordance with the Public Health Direction.
COVID-19 Vaccination for Council Employees (Public Health Directions) Procedure	8 February 2022	People and Culture Branch, Corporate Services Approved by General Manager (Corporate Services)	New procedure	This procedure is intended to facilitate and guide the implementation of the Queensland Government <i>Public Health and Social Measures linked to Vaccination Status Direction (No. 2)</i> , the <i>COVID-19 Vaccination Requirements for Workers in a high-risk setting Direction</i> , the <i>Residential Aged Care Direction (No. 11)</i> , <i>Workers in a healthcare setting (COVID-19) Vaccination Requirements Direction (No. 2)</i> , and <i>Isolation for Diagnosed Cases of COVID-19 and Management of Close Contacts Direction (No.5) (the Public Health Directions)</i> , and the collection and use of COVID-19 Vaccination status

Item 3 / Attachment 5.

				information in line with the Public Health Directions.
Indigenous Accord Policy	24 February 2022	Community Cultural and Economic Development Department	Changed from Indigenous Australian Social Justice Accord Policy to Indigenous Accord Policy in line with Council's Indigenous Accord 2020-2025. The new policy content reflects current practices and alignment with the iFuture 2021-2026 Corporate Plan.	The changes strengthen the alignment between the policy and the Indigenous Accord 2020-2025 by including guiding principles and references to related documents and definitions.
		Adopted at Council Ordinary Meeting		
Ipswich Enviroplan Program and Levy Policy	24 February 2022	Infrastructure and Environment Department	The policy has been updated with the inclusion of additional wording to ensure clear transparency that the Enviroplan funds are accounted within Council's general ledger through accounts that are specifically identified for the Enviroplan.	In 2021, Council conducted an internal audit of environment and conservation strategies and compliance. As part of the audit, it was identified that the Enviroplan levy, collected alongside the quarterly rates, was being included into the general revenue of council rather than being separately collected and accounted for as per the terms of council's adopted Enviroplan Policy. The audit recommendation was that the Ipswich Enviroplan Program and Levy Policy be amended to the extent that it is clear that the Enviroplan funds are accounted within Council's general ledger through accounts that are specifically identified for the Enviroplan.
		Adopted at Council Ordinary Meeting		
Meetings Procedure Policy	24 March 2022	Notice of Motion at Council Meeting of 24/3/2022— Cr P Tully	Section 9.1, 9.1.1 and 9.1.2 of the Meetings Procedures Policy as follows, be deleted: 9.1 Notice of matter to be included on agenda by Councillor 9.1.1 Any Councillor requesting a matter to be included on an agenda, must give notice in writing to the Chief Executive Officer at least five (5) business days before the notice of meeting is required to be given. 9.1.2 Councillors may advise whether the notice of motion is to go to the next ordinary meeting or next appropriate committee meeting. However, the CEO, in setting the agendas, may determine that the notice of motion is best dealt with by	At the Council Ordinary Meeting of 24 February 2022, Cr Tully gave notice of his intention to the move the motion concerning the amendment of the Meeting Procedures Policy at the next meeting of Council on 24 March 2022. At the Council Ordinary Meeting of 24 March 2022, Cr Tully moved the motion as outlined in the change overview, which was adopted.

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			<p>another committee or ordinary meeting.</p> <p>The above clauses be replaced with:</p> <p>9.1 Notice of matter for consideration at a Council meeting or committee meeting</p> <p>9.1.1 Any councillor proposing a matter be considered at a Council meeting or committee meeting must give notice in writing to the Chief Executive Officer at least five (5) business days before the relevant meeting.</p> <p>Section 9.1.3 of the Meeting Procedures Policy be amended by deleting the last dot point.</p> <p>The deleted dot point reads as follows:</p> <p>not be an action that could be dealt within operational procedures.</p>	
Media and Corporate Communication Policy	24 March 2022	<p>Growth Infrastructure and Waste Committee 10 March 2022</p> <hr/> <p>Adopted at Council Ordinary Meeting</p>	<p>The current Media Policy was repealed and replaced with the Media and Corporate Communications Policy.</p>	<p>The adoption of the new policy provides greater clarity on roles and responsibilities in delivering quality media and corporate communication activities with consistent messaging and a stakeholder and audience centric approach.</p> <p>The new policy continues Council's commitment to transparency and good governance through its principles, the foremost being to "ensure the community is aware of Council's Corporate Plan, strategies, policies, services, activities and decisions".</p> <p>The new policy provides the organisation, Mayor, Councillors and council staff with greater clarity on roles and responsibilities in delivering communication activities including who, how, when, why and where we communicate.</p> <p>It provides for a greater diversity of voices with the role of spokesperson on</p>

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				<p>various council matters shared more broadly across the city's elected representatives.</p> <p>The policy also includes new governance measures to ensure that requests, approvals, and delegations associated with content creation are appropriately managed and recorded by the organisation.</p> <p>The new policy does not limit or constrain the amount of information or types of information council is providing to the community.</p>
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Corruption Controls Report

Details	Provide an overview of the current corruption controls including key mechanisms in place and improvements carried out in the reporting period.		
Report Prepared by	Principal Risk & Compliance Specialist, Ethical Standards Manager and Governance and Public Interest Disclosures Coordinator	Reporting Period	January to March 2022
Overall Comments	Fraud and corruption controls are in place, are effective and are being regularly reviewed for continuous improvement.		

Corruption Controls	Mechanisms in place and improvements made during reporting period
Fraud and Corruption Control Plan	<ul style="list-style-type: none"> Council has a Fraud and Corruption Control Plan in place which sets the Framework for managing fraud and corruption. The Plan was reviewed in October/November 2021 and endorsed by the Executive Leadership Team (ELT) at its ELT Risk Committee meeting held on 6 December 2021.
Fraud Risk Register	<ul style="list-style-type: none"> The Fraud Risk Register is in place and had its annual review in line with the Fraud and Corruption Control Plan in October/November 2021. The Register was endorsed by the ELT at its ELT Risk Committee meeting held on 6 December 2021. The quarterly review of the Fraud Risk Register was undertaken and changes provided to the ELT Risk Committee in February 2022. <p><i>Note: The Audit and Risk Management Committee is updated following ELT Risk Committee if an update is made to the Fraud Risk Register.</i></p>
Reporting and investigation of fraud and corruption	<ul style="list-style-type: none"> Mechanisms are in place for reporting fraud and corruption including: <ul style="list-style-type: none"> A Report a Concern internal intranet page which is promoted to all staff. This is a channel to report concerns (including public interest disclosures (PIDs)). The Ethical Standards Manager and CEO report suspected corrupt conduct through to the appropriate external agencies such as the Crime and Corruption Commission and Office of the Independent Assessor An independent external 'Fair Call' facility (currently provided by KPMG) continues to be offered to and used by employees to report possible fraud or corruption concerns. Reports provided by KPMG show a reduction in numbers during 2021. Investigations into allegations of corrupt conduct are carried out by the Ethical Standards Manager, and effective fraud and corruption control practices are recommended to areas within Council.
Complaints and Public Interest Disclosures (PIDs) and protections	<ul style="list-style-type: none"> Work is continuing on new Complaints Report templates. Learnings from complaints and PIDs continue to be captured to drive improvements in service delivery. Council has 6 trained PID Support Officers who are available to support internal disclosers and witnesses. A PID Support Officer's toolkit has been developed providing a guide for managing interactions, work instructions, Queensland Ombudsman training notes as well as a Do's and Don'ts for the role of a support officer to raise awareness for disclosures. Subject officer support arrangements have been formalised with Council's Confidential Counselling Services – Access EAP. Council's PID Procedure has been updated with this information identifying the Manager responsible for liaison and referral to the service. The self-audit from the Queensland Ombudsman's Office (QOO) on Council's PID management has been successfully completed. As an ongoing performance measure, a section has been included in Outcome Letters that seeks feedback on the PID Process at Council. Feedback received will continue to be monitored and utilised to drive improvement across PID related processes to ensure a strong customer focus ensues while meeting compliance.

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	<ul style="list-style-type: none">• The efficacy of the recent awareness training on Conflicts of Interest during the recruitment process, which was undertaken by People and Culture, is evidenced by a marked improvement in the reporting style of identified COIs during recruitment.
Fraud and corruption awareness training and education	<ul style="list-style-type: none">• The Ethical Standards Manager attends induction sessions weekly to provide an overview of:<ul style="list-style-type: none">○ Code of Conduct○ Where to locate policies, procedures, and administrative directives○ Focus areas including time sheet fraud, misuse of confidential information, conflicts of interest and secondary employment○ Advice on how to report concerns.• An e-learning on Fraud and Corruption Awareness Training is available for all staff and completed by new staff following induction. Staff are required to complete the training every two years. The training has been updated to include extended content on PIDs.
Reporting and data analysis related to fraud and corruption	<ul style="list-style-type: none">• A Conflict of Interest Report is provided monthly to the Governance and Public Interest Disclosure Coordinator and Ethical Standards Manager who have full visibility over all Conflicts of Interest in council.• Reports will continue to be provided monthly to ensure transparency and allow for improvements where required.

ICT Strategy Progress Report

Details	The Information, Communication and Technology (ICT) Strategy 2019-2024 has a roadmap/workplan addressing 26 individual initiatives to be delivered over 4 years.	Governance Oversight	ICT Steering Committee
Project Manager	Chief Information Officer	Reporting Period	January to March 2022
Overall Health	<p>Council has just passed the half-way point of the ICT Strategy. To provide an update on progress against the Strategy, a mid-point report card was developed and presented to the ICT Steering Committee in December 2021 (attached). The report shows positive progress has been achieved in Horizon 2 (2021-22) with several key initiatives already delivered and many in progress. Planning for Horizon 3 (2022-23) initiatives has commenced in line with Council's budget process, along with the ability to deliver the broader Organisation initiatives that require ICT input.</p> <p>Positive progress has been achieved across the ICT Governance Initiatives, with the focus on continuing to mature the newer governance functions. This uplift has continued into Quarter 3, particularly in relation to risk and issue management. The ICT Business Case for Change (ICT Operating Model) project has been implemented, including some key functional activities realigned to other areas of Council which are now being operationalised into business-as-usual, the project closure report was presented and endorsed by the ICT Steering Committee on 17 February 2022.</p> <p>As part of the major transformation program, the delivery of the migration of Council's ICT Infrastructure and data to a hybrid cloud environment was completed successfully in Quarter 2. In Quarter 3, the implementation of a Disaster Recovery (DR) solution has been implemented, with the test plans developed. Initial testing (small sample) has proven successful. The DR capability has been aligned to Council's approved Business Continuity Plan (BCP), which identifies Council's core systems for recovery. The remainder of the environment has disaster recovery capability. The testing for the DR (broader sample) is to be completed in Quarter 4.</p> <p>The DMZ re-design and migration activity is near completion and will be completed in Quarter 4. A penetration test will then also be scheduled for Quarter 4, to test the security of the environment, and highlight if there are any potential vulnerabilities that need remediating. A project audit is currently underway as part of the project closure activities.</p> <p>The optimisation of the new hybrid cloud environment will continue into Quarter 4. This activity is addressing the right-sizing of the infrastructure, the application lifecycle plan, particularly for older applications that need to remain on VMWare and not compatible with AWS Native, and working closely with the Information Management Unit to ensure the data retention policies are applied correctly.</p>		

Item	Initiative	Progress this Period
ICT Governance	Rebuild ICT Governance and Controls Function	<ul style="list-style-type: none"> The initial forming phase of this team and activities is now complete. ICT Governance controls have been designed and implemented, with the capability now able to support further maturing and improvements to the application of controls and integration between the governance layers both internal and external to the Branch.
	Digital / Smart City / ICT Operating Model	<ul style="list-style-type: none"> The focus of the Digital / Smart City Strategy priority has changed, with other focus areas taking a higher priority at this time. Further development in this area is currently on hold.
	Information Management Operating Model	<ul style="list-style-type: none"> In Quarter 2, the Information Management Unit (IMU) identified ICT as responsible for delivering advice and relevant governance documents for

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		<p>several key domains and sub-domains within the <i>Information Management Strategic Plan 2022-2026</i>.</p> <ul style="list-style-type: none"> The domains include: <ul style="list-style-type: none"> Information Asset Management Data Management Information Security The required documentation is expected to be delivered in alignment with the IMU's roadmap. This continues to be relevant for Quarter 3 and will continue into Quarter 4.
	ICT Directives Overhaul	<ul style="list-style-type: none"> The ICT Policy was reviewed in Quarter 2 and endorsed by the Executive Leadership Team in December 2021. Before this can proceed to be endorsed by Council, the proposed ICT Policy should be confirmed as remaining consistent with the Code of Conduct applicable to Councillors in Queensland through relevant stakeholder engagement, which should occur in Quarter 4. The changes made to the ICT Policy: <ul style="list-style-type: none"> improve alignment with the ICT Strategy Principles, strengthen commitment to cyber and digital security controls, and address proposals arising from Internal and External audits. As part of the Information Security Management System (ISMS) Project, an overhaul of the Information Security Policy and Directives will now commence in Quarter 4. This will be informed through the engagement for the ISMS Strategy and Framework that is currently underway. The review of the remaining ICT procedures to be addressed in accordance with Transformation Project 9 Policies and Procedures is continuing in consultation with Council staff.
Business Platform	Oracle Enterprise Business Solution End of Life Risk Management Plan (BP01)	<ul style="list-style-type: none"> Oracle infrastructure virtualisation and the transition to AWS (including Disaster Recovery implementation) is underway, scheduled for completion in Quarter 4. This was delayed due to some challenges with obtaining Oracle EBS resources in the market. The infrastructure has been tested and when a resource is available, the migration will be completed. While this won't mitigate the End of Life of the environment, it will implement a DR capability not previously available. Post-implementation options available for ongoing support and maintenance are currently under review in line with the timelines of delivering iVolve.
	Customer Engagement System (CES) and Pathway	<ul style="list-style-type: none"> Work has commenced on implementation of the Customer Experience Strategy, including a number of initiatives to improve the Customer experience. To further enable this, an upgrade of Pathway and implementation of e-Pathway in Quarter 4, has been scheduled.

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		<ul style="list-style-type: none"> Ongoing reviews into support options for CES and Pathway continue to ensure the best possible coverage to support optimal outcomes for the business and its customer.
	Interim Dashboard and Data Lake (BP02)	<ul style="list-style-type: none"> The Digital Services team has delivered the Data Management Strategy and Implementation Plan which was endorsed by the ICT Steering Committee in February 2022 (out of session). Planned implementation activities are being progressed.
	Information Management / Information Governance Enablers (BP03)	<ul style="list-style-type: none"> As per the <i>Information Management Strategic Plan 2022-2026</i>, ICT is responsible for the enablement of governance for several domains/sub-domains of Information Management and expects to deliver relevant governance documents as outlined in the planned roadmap. This is an ongoing activity.
	Internet of Things (IoT) Platform (BP04)	<ul style="list-style-type: none"> Further development of the existing IoT Platform has been descoped from the 2021/22 ICT Portfolio The current infrastructure in place is sufficient to maintain the existing IoT devices in function across Council. Future work is subject to prioritisation and direction from the Business Owner and the Executive Leadership Team.
	GIS & Spatial Systems Operating Model & Architecture	<ul style="list-style-type: none"> A business case has been approved to proceed to implement a new enterprise GIS platform. The specifications and procurement plan were completed in Quarter 1 and Quarter 2 respectively, with the procurement process progressing in Quarter 3. Council approved a sole supplier approach for this platform, and this activity is currently with procurement.
	iVolve Project (formerly Platform of the Future Project)	<ul style="list-style-type: none"> A Program Director has been engaged and a Program Management Plan (including a detailed stage approach) has been developed which defines the scope, timeframe, cost, and resourcing requirements for Stage 3. The Plan was accepted by the ICT Steering Committee on 2 December 2021. It is anticipated that the approach defined within this document will assist in minimising the delays experienced to date with a Final Business Case. The approach to market plan is currently in design phase.
ICT Service Management	ICT Service Catalogue, Service Level & Reporting Uplift	Completed and operating as business as usual.
	Restructure Information Security Controls (ITSM03)	<ul style="list-style-type: none"> The Information Security Management System (ISMS) Project was initiated in December 2021 and is currently underway. The ISMS project includes development of ISMS Artefacts, Security Policies, Standards, Controls, a Framework, Cyber Security Program Roadmap and Cyber Security Assurance Activities Plan. The project completion was estimated by end of Quarter 3, however, will continue into Quarter 4

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		<p>due to unforeseen events impacting resourcing in January/February.</p> <ul style="list-style-type: none"> The ISMS project will inform how ICT security is delivered for ICC.
	Firewalls, Checkpoint and Bluecoat Upgrade	<ul style="list-style-type: none"> All implementation and upgrades complete. DMZ environment redesigned, improving security further for Council. Palo Alto virtualised into AWS. Ongoing ICT security management is currently under review to ensure cyber security and infrastructure security managed as per best practices. This will be actioned in Quarter 4, as the contract expires in Quarter 1 22/23.
	Outsourcing Model & Service Partner Optimisation (ITSM02)	<ul style="list-style-type: none"> Phase 1 – Complete. Phase 2 – Complete (as per original project scope) Note: Oracle infrastructure transition is a variation to Phase 2 and was out of scope. Was brought into the project to deliver a DR for Councils ERP. This is expected to be completed by the end of April.
	Identity Management (ITSM04)	<ul style="list-style-type: none"> This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06). This initiative has been addressed through the design and delivery of the AWS hybrid cloud environment from an infrastructure perspective, and will be further addressed by some of the controls that come from the ISMS project.
	Capacity Management & Application Performance Monitoring	<ul style="list-style-type: none"> Initiative will be delivered through the Optimisation of the AWS hybrid cloud environment. Monitoring tools and capacity management tools have been applied to the environment, which provides a proactive management function from an infrastructure, and application performance perspective. These tools also deliver a financial management, forward projection, and reporting capability.
	Disaster Recovery (DR) Enablement (ITSM06) and Cloud Needs Analysis and Roadmap (ITSM08)	<ul style="list-style-type: none"> Transition-in of services is underway; for systems already transitioned, Disaster Recovery services have been enabled – Completed. Once full transition is complete, and Oracle infrastructure has transitioned, review of Disaster Recovery implementation will take place to refine the DR capability. – Pending final Oracle migration to be completed in April (delayed due to resource availability issues). Ongoing roadmap will be informed through the optimisation of the AWS hybrid environment, and the outcome of the iVolve procurement process.
	Desktop Virtualisation / DaaS (ITSM07)	<ul style="list-style-type: none"> This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06) due to common design dependencies. Needs analysis to be undertaken in Quarter 4.

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	Cloud Needs Analysis & Roadmap (ITSM08)	<ul style="list-style-type: none"> This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06). Ongoing roadmap will be informed through the optimisation of the AWS hybrid environment, and the outcome of the iVolve procurement process.
ICT Capability	Staff Plan - Phase 1 (Leadership & Engagement)	<ul style="list-style-type: none"> Completed in Quarter 1 2021/22. A new ICT Management and Leadership Team has been established and onboarded.
	Staff Plan - Phase 2 (Job Restructuring)	<ul style="list-style-type: none"> Completed in Quarter 2 2021/22. As part of the Business Case for Change a robust, transparent, and equitable filling and recruitment process was undertaken between April and December 2021 to ensure the ICT Branch had the required capability, skills, and experience to meet its mandate and deliver on the ICT Strategy. The new structure has now been finalised and implemented. The demand in the ICT market, has seen a lower retention of staff, increasing the turnover. Local Government salaries for ICT staff have hindered the ability to attract the required resources. Ongoing recruitment activities are now managed as business as usual.
	Staff Plan - Phase 3 (Capability & Skills Uplift)	<ul style="list-style-type: none"> Performance Plans are in place including professional development planning at an individual and team level. Additional targeted training and upskilling in key competencies is underway. ICT specific training tools have been implemented. Investment into the teams and skill uplift has now transitioned to BAU.
	Architecture and Application Portfolio Management Uplift (ITCAP04)	<ul style="list-style-type: none"> Architecture and Application Portfolio Management Uplift is a pre-requisite activity for iVolve and is included in the scope of Stage 3 of iVolve, with a Solution Architect engaged to enable this. An application lifecycle will be informed through the optimisation of the AWS cloud environment. This is captured in the 2022/23 ICT Business Plan and will continue across the next 2-3 years.
	ICT Project Lifecycle Uplift (Bi-Modal) (ITCAP05)	<ul style="list-style-type: none"> A program of work has commenced and has continued in Quarter 3, with three sub-projects contributing to the ICT Project Lifecycle Uplift initiative: <ul style="list-style-type: none"> PPM Tool - Following a compliant procurement process, a solution for Council's Program Project Management Tool has been selected, for implementation in Quarters 3 and 4. SDLC Tool (HP Quality Centre / Apps Traceability Tool) ICT Project Lifecycle Uplift (specific governance/ processes / templates etc)

Doc ID No: A8014941

ITEM: 4

SUBJECT: APPOINTMENT OF URBAN UTILITIES BOARD MEMBER

AUTHOR: PROJECT MANAGER

DATE: 22 APRIL 2022

EXECUTIVE SUMMARY

This is a report concerning the proposed appointment of Gerard Pender to the Board of Urban Utilities.

RECOMMENDATION/S

- A. That Council endorse the appointment of Gerard Pender as a Board member of Urban Utilities, effective from 1 July 2022, for a term of three (3) years, expiring 30 June 2025.**
- B. That the Chief Executive Officer be authorised to sign an Instrument of Appointment of Board Member of Urban Utilities 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

The Central SEQ Distributor-Retailer Authority trading as Urban Utilities and its five Participating Local Governments:

- Brisbane City Council
- Ipswich City Council
- Lockyer Valley Regional Council
- Scenic Rim Regional Council
- Somerset Regional Council

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

The *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009* required the Central SEQ Distributor-Retailer Authority (trading as Urban Utilities) to enter into a

Participation Agreement (the Agreement) with its five shareholding local governments (the Participants). Urban Utilities is governed by an independent Board with eight independent directors appointed by the Participants. The Agreement details amongst other matters, the Board's role, its composition and the process for appointing and reappointing Board directors. The Participation Rights were determined on each Participant's contributed regulatory asset base at the time of Urban Utilities' creation in 2010 are detailed below:

Participant	Participation Right %	Participation Type #
Brisbane City Council	85.007%	Majority
Ipswich City Council	12.222%	Minority
Scenic Rim Regional Council	1.042%	Minority
Lockyer Valley Regional Council	0.903%	Minority
Somerset Regional Council	0.826%	Minority

Majority Participant means a Participant holding more than 50% of Participation Rights and a Minority Participant means a Participant other than a Majority Participant.

Under the Agreement, a Special Majority of Participants in favour of a decision is defined as:

- a) if there is a Majority Participant:
 - i. The Majority Participant; and
 - ii. 50% of the Minority Participants; or
- b) If there is no Majority Participant, 75% of the Minority Participants.

A Special Majority of Participants is required for a director's appointment. At a Special Meeting of Participants in 2016, a process for future appointments/reappointments to the Board of Urban Utilities was agreed (refer Confidential Attachment 1).

Council received correspondence from Urban Utilities dated 11 April 2022 (refer Confidential Attachment 2) regarding a proposed appointment to the Board to replace Kathy Hirschfeld who retired on 31 December 2021. Urban Utilities provided have the curriculum vitae for the proposed candidate (refer Confidential Attachment 3). To maintain the Board's membership at the required level and skill set moving forward, Council is required to consider the following:

- Appoint Gerard Pender, effective from 1 July 2022, for a term of three (3) years, expiring 30 June 2025.

Urban Utilities have confirmed that Brisbane City Council and Lockyer Valley, Scenic Rim and Somerset Regional Councils will also be considering this appointment. The Instrument of Appointment to be executed by each of the Participants is included for reference as Confidential Attachment 4. Confidential Attachment 5 details the current Urban Utilities

Board composition, each directors' tenure and the proposed appointment and subsequent expiry date.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
South-East Queensland Water (Distribution and Retail Restructuring) Act 2009 (Qld)

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Recommendation A relates to Council endorsing the appointment of a director to the Board of Urban Utilities.
(b) What human rights are affected?	No human rights are affected by this decision.
(c) How are the human rights limited?	Not applicable.
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable.
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

There are no financial or resource implications associated with this report.

COMMUNITY AND OTHER CONSULTATION

The contents of this report did not require any community consultation.

CONCLUSION

Urban Utilities have proposed Gerard Pender be appointed as a director for a three-year term commencing 1 July 2022.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

	CONFIDENTIAL
1.	Urban Utilities Board Appointment Protocol
2.	Urban Utilities Correspondence 11.4.22 - re Board Appointment
3.	Gerard Pender CV

5.	Instrument of Appointment
4.	Urban Utilities Board Membership Status 5.5.22

Greg Thomas
PROJECT MANAGER

I concur with the recommendations contained in this report.

Graeme Martin
ACTING GENERAL MANAGER, INFRASTRUCTURE AND ENVIRONMENT

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

Doc ID No: A7999010

ITEM: 5

SUBJECT: PROCUREMENT: 18397 SUPPLY & DELIVERY OF SIX (6) WASTE COLLECTION /
COMPACTION TRUCKS

AUTHOR: CATEGORY SPECIALIST

DATE: 11 APRIL 2022

EXECUTIVE SUMMARY

This is a report concerning the recommendation to award a contract for the supply and delivery of six (6) side loading waste collection and compaction trucks to be utilised by Ipswich Waste Services.

A request for quotation was released under the LGA arrangement for the Supply of Trucks (Cab Chassis) – LGA arrangement reference NPN04.13, to Volvo Group Australia Pty Ltd who were the successful supplier following RFQ 16421 for the replacement of the first eighteen (18) side loading waste collection and compaction trucks in November 2021. This procurement 18397 leveraged the extensive evaluation process and outcomes from 16421 ensuring fleet consistency and value for money.

RECOMMENDATION

- A. That pursuant to Section 234 of the *Local Government Regulation 2012* (Regulation), Council utilise LGA Arrangement NPN04.13 for the supply of Trucks (Cab Chassis) by Local Buy Pty Ltd, for the provision of the supply and delivery of six (6) side loading waste collection and compaction trucks (Council file reference number 18397), with Volvo Group Australia Pty Ltd (T/A Volvo Commercial Vehicles) (Supplier) who is a party to the LGA Arrangement.
- B. That under the LGA Arrangement with the Supplier, the approximate purchase price is \$2,869,220.00 excluding GST over the entire term, the end date of the initial term being 30 September 2023, with no current options for extension.
- C. That Council may enter into ancillary contractual arrangements with the Supplier, as allowed for by the LGA Arrangement.
- D. That pursuant to Section 257(1)(b) of the *Local Government Act 2009*, Council resolve to delegate to the Chief Executive Officer the power to take “contractual action” pursuant to section 238 of the Regulation, in order to implement Council’s decision.

RELATED PARTIES

No conflict-of-interest declarations in relation to the proposed recommendations have been made during this procurement activity. The related party for the supply and delivery of eighteen (18) side loading waste collection and compaction trucks is Volvo Group Australia Pty Ltd (T/A Volvo Commercial Vehicles - ABN 27 000 761 259).

IFUTURE THEME

Natural and Sustainable

PURPOSE OF REPORT/BACKGROUND

The purpose of this report is to seek Council endorsement of the recommendations. An approved Strategy and Evaluation Plan (STEP) established the strategy to take the Request for Quotation (RFQ) to the market, further details on the strategy for this procurement are available in Confidential Attachment 2: 18397 – Strategy and Evaluation Plan (STEP).

Council currently has twenty-four (24) side lift waste collection and compaction trucks. Based on a 72-month lifespan, these collections (side lift) and compaction trucks are reaching their operational lifespan limit. Recent condition assessments on the current fleet of side lift waste trucks have deemed some of these units to be in poor condition.

Resultant from RFQ 16421 Council currently has eighteen (18) Volvo cab-chassis trucks (with Superior Pak compaction bodies) on order. Council released RFQ 16421 for the Supply & Delivery of Waste Collection / Compaction Trucks, to all Pre-Qualified Suppliers under Contract number NPN04.13, via VendorPanel (VP254349) on Tuesday 20 July 2021 with a closing date of Tuesday 17 August 2021 at 02:00 PM. Contract number NPN04.13 is for the Supply of New Trucks to Australian Local Governments.

Under RFQ 16421, Council Officers thoroughly evaluated eight vehicle offerings. A Recommendation to Award to Volvo Group Australia Pty Ltd was prepared by the evaluation panel and endorsed by the Growth Infrastructure and Waste Committee 4 November 2021. Council leveraged that evaluation for this procurement for the replacement of the last six (6) remaining assets from the current fleet. Benefits of this strategy are further detailed in section 2.2 of Confidential Attachment 1: 18397 – Recommendation to Award.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

In the absence of ordered / replacement side lift waste collection and compaction trucks, the following risks may present:

- Potential unreliability of an aging fleet of kerbside (side lift) waste collection and compaction vehicles,

- Potential unavailability of kerbside (side lift) waste collection and compaction vehicles, resulting in missed residential waste collection services or increased missed bin service rate on high demand days of service,
- Potential for health and regulatory implications if there is an inability of Council to fulfill, in full, its legal requirements to collect and manage waste.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	The decision to enter into a contractual arrangement.
(b) What human rights are affected?	No human rights are affected as the contract is with a Proprietary Limited Company.
(c) How are the human rights limited?	Not applicable.
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable.
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

The financial implications (cost to Council to procure the goods / vehicles) for the intended order of six (6) side load waste collection and compaction trucks is \$2,869,220.00 excluding GST. Budget / funding allocation has been confirmed within the Infrastructure and Environment's Waste Truck Capital Replacement program, it is likely the delivery of these assets will be either the end of financial year 2022-2023 or start of financial year 2023-2024.

In reference to resource implications, it is important to note the effects of COVID-19 have had and continue to significantly affect the supply chain specific to the supply of trucks to the Australian market. Lead times are considerable (potentially fifteen (15) months) however business continuity is maintained due to the availability and utilisation of current assets, until the supply and delivery of ordered replacement assets.

COMMUNITY AND OTHER CONSULTATION

There was no community consultation. Significant internal stakeholder consultation occurred at various stages throughout the procurement involving multiple Branches and Departments across Council as noted in the attachment.

CONCLUSION

It was determined by the Evaluation Panel that the proposed vehicles (six (6) Volvo cab-chassis with Superior Pak compaction bodies) are consistent with Volvo Group Australia Pty

Ltd previous submission (RFQ16421) noting the price increase as detailed in section 3 of Confidential Attachment 1: 18397 – Recommendation to Award.

The evaluation panel unanimously recommend VOLVO GROUP AUSTRALIA PTY LTD, as the successful offeror for this RFQ, and that the supply and delivery contract for these Volvo cab-chassis (with Superior Pak bodies) should be awarded to VOLVO GROUP AUSTRALIA PTY LTD.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

	CONFIDENTIAL
1.	18397 - Recommendation to Award
2.	18397 - Strategy and Evaluation Plan (STEP)

Cory Cavanagh
CATEGORY SPECIALIST

I concur with the recommendations contained in this report.

Juliana Jarvis
GOODS AND SERVICES CATEGORY MANAGER

I concur with the recommendations contained in this report.

Richard White
MANAGER, PROCUREMENT

I concur with the recommendations contained in this report.

David McAlister
RESOURCE RECOVERY MANAGER

I concur with the recommendations contained in this report.

Brett McGrath
MANAGER, ASSET SERVICES

I concur with the recommendations contained in this report.

Graeme Martin
MANAGER, CAPITAL PROGRAM DELIVERY

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