

**City of
Ipswich**

ATTACHMENTS UNDER SEPARATE COVER

ITEM ATTACHMENT DETAILS

1. OFFICERS' REPORTS:

6.1 Annual Plan 2024-2025

Attachment 1. Annual Plan 2024 - 2025..... 2

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IPSWICH CITY COUNCIL ■ ANNUAL PLAN

2024-2025



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 Annual Plan 2024–2025 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.

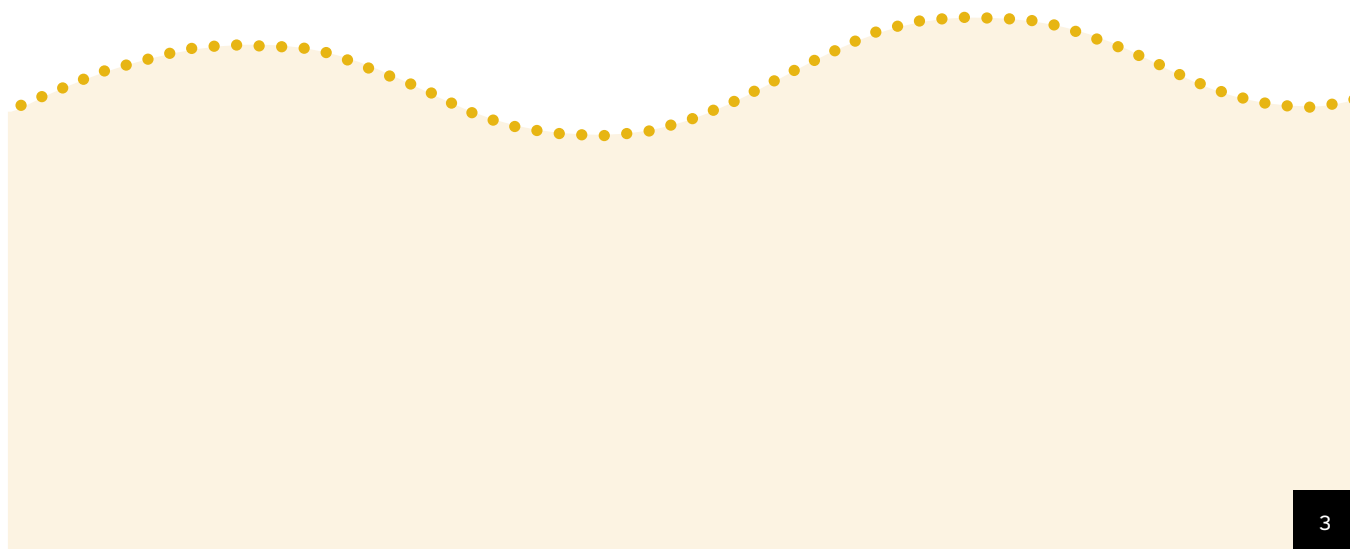
An electronic version of this report is available to view or download on the City of Ipswich website: [ipswich.qld.gov.au](https://www.ipswich.qld.gov.au).

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



CONTENTS

IPSWICH CITY COUNCIL ANNUAL PLAN 2024-2025	1
MAYOR'S MESSAGE	4
OUR ELECTED REPRESENTATIVES AND DIVISIONAL MAPS.....	5
CEO'S MESSAGE.....	10
COMMITMENT TO HUMAN RIGHTS.....	12
THE ROLE AND FUNCTIONS OF COUNCILS.....	12
INTEGRATED PLANNING AND REPORTING FRAMEWORK	13
VISION 2041.....	15
CORPORATE PLAN SUMMARY – IFUTURE	16
ABOUT THIS PLAN.....	18
CITY OPERATIONAL PLAN 2024-2025.....	19
LEGISLATIVE COMPLIANCE	26
CORE BUSINESS SERVICES 2024-2025.....	27
CAPITAL WORKS PROGRAM 2023-2026.....	63
COUNCIL FLOOD RECOVERY PROGRAM IN 2024-2025	87
IPSWICH WASTE SERVICES ANNUAL PERFORMANCE PLAN 2024-2025.....	89
CITY BUDGET 2024-2025.....	97
GLOSSARY.....	159



Mayor's Message



Ipswich City Council's 2024-2025 Annual Plan and Budget is dedicated to enhancing services and maintaining momentum in infrastructure development for one of the fastest growing cities in Queensland.

Being on the coalface of the state's record growth means we cannot afford to slow down on building infrastructure to keep our city moving.

Our \$204 million capital works program means we can continue to progress key projects including the duplication of Springfield Parkway and Springfield Greenbank Arterial, expansion of Redbank Plains Road, improvements to the Mary Street William Street intersection and upgrade of Ripley and Fischer Roads.

We will also deliver key community facilities, sports fields, clubhouses, storm water upgrades and footpaths across our city's 82 suburbs.

We continue to alleviate pressure on Ipswich households by offering free services including libraries, exercise classes, school holiday events and festivals. Council has also retained its rates payment discount and increased its concessions for pensioners and veterans to further support our community.

In recognising the struggles of those who rent their home, we are one of the few councils applying the same rate increase to all residential properties, so renters are not increasing more than homeowners.

In continuing our proactive approach to sustainability, we are ensuring our city is more flood-resilient, and our planning legislation is prepared for welcoming another 250,000 residents by 2046. Continuing on our waste recovery journey, council continues to improve how our city manages and reduces waste. We are progressing plans for expanded facilities that will deliver best practice waste and resource recovery solutions.

As our region prepares to host the Olympic and Paralympic Games in 2032, we will continue to harness opportunities and plan for an inclusive and prosperous city for generations to come. As we expand, we will continue to advocate tirelessly to the Queensland and Commonwealth governments for our fair share of funding, as we continue to face rough economic conditions.

The rising cost of living is a challenge to all, and we have ensured this is a balanced budget that will not add unnecessary costs to residents as council only plans to spend what it can afford.

This responsible budget delivers value for money to our community with a strong commitment on infrastructure, services and city-shaping projects, so that Ipswich can grow sustainably and continue to be a great place to live and raise a family.

Mayor Teresa Harding
City of Ipswich

OUR ELECTED REPRESENTATIVES

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

Mayor Teresa Harding

Mayor Teresa Harding was officially sworn in as the 51st Mayor of Ipswich in April 2020 and is the first female Mayor in the city's 164-year history.

Mayor Harding led the city through unprecedented growth, the COVID pandemic, flooding, rain and hailstorm events, and has secured more funding from the Australian and Queensland Governments for the benefit of the Ipswich community than any other mayor in recent history.

Under Mayor Harding's leadership, Ipswich's economy is booming, and she has fostered a culture of consultation with the community, ensuring their voices are heard and incorporated into decision making.

She brings to council more than 35 years of business, government and not-for-profit leadership, and more than 20 years' experience in leading large teams and managing complex projects within the public sector. Mayor Harding held senior roles in the private sector in the fields of information technology and sales.

A career highlight for Mayor Harding was working in the Department of Defence where she spent seven years working on the F111 fighter jets at RAAF Base Amberley. She was promoted to Director Strike Reconnaissance Systems Program Office and led the maintenance, and later decommissioning, of the fleet of F111 fighter jets. Mayor Harding was privileged enough to have had a flight in the F111 in 2010.

A passionate lifelong volunteer, Mayor Harding is an active Rotarian with the Ipswich City Club, was the president of the Co-ordinating Organisation for the Disabled in Ipswich, has been on the P&C committee for her children's schools and was the secretary and treasurer of a multicultural football club.

She holds a Master in Management, Post Graduate Diploma in Management, Post Graduate Certificate in Information Technology, Diploma in Small Business Enterprises, has completed the Australian Institute of Company Directors Course and is a graduate of the Australian Command and Staff course at the Australian War College.

Mayor Harding was named 2021 McKinnon Emerging Political Leader of the Year for her work in introducing transformational transparency reforms to improve the accountability of officials elected to local government.

Mayor Harding and her husband Steven live in Raceview and have three adult children. Steven was born and raised in Ipswich and recently retired after 34 years of service in the Royal Australian Air Force.

Mayor Harding is a Board Director on the Brisbane 2032 Olympic and Paralympic Games Organising Committee and the Council of Mayors South East Queensland.

Mayor Harding Chairs the Council Ordinary Meetings and is on the Infrastructure, Planning and Assets Committee, Finance and Governance Committee, Community and Sport Committee, Economic and Cultural Development Committee, and Environment and Sustainability Committee.

Mayor Harding is the City of Ipswich Local Recovery and Resilience Group Chair, Advocacy Advisory Committee Chair and City of Ipswich Defence Industry Development and Attraction Committee Chair, and is an Ipswich District Disaster Management Group member.

Mayor Harding is proudly the patron of the mighty Ipswich Jets, RSL Ipswich Sub Branch, RSL Goodna Sub Branch Women's Auxiliary, Ipswich Genealogical Society, Ipswich and District Rifle Club, Ipswich Pigeon Specialist Club and Papua New Guinea Melpa Women's Association of South East Queensland.

DIVISION 1 COUNCILLORS

Councillor Pye Augustine

Councillor Pye Augustine has been a resident of Ipswich for nearly two decades, residing in the Eastern suburbs of Ipswich. Cr Augustine is a mother of three adult children.

Cr Augustine has been instrumental in starting up sporting clubs like Springfield United Football Club, which she is a life member, and Western Pride Football Club.

Being part of collaborative projects that can make a difference to our community is very important to Cr Augustine.

Cr Augustine is a proud member of Zonta Ipswich.

Cr Augustine is Chairperson of the Economic and Cultural Development Committee and Deputy Chairperson of the Community and Sport Committee.



Councillor Jacob Madsen

Councillor Jacob Madsen has lived his entire life in Ipswich, moving between the suburbs of North Ipswich, Wulkuraka, Walloon, Silkstone and Ripley, where he now lives with his family.

Cr Madsen was first elected to Ipswich City Council in 2020, and in March 2022 was appointed Deputy Mayor, becoming the youngest person to serve in this role in Ipswich's history. Returning in 2024 for a second term, Cr Madsen's focus is on supporting a growing Ipswich population and ensuring Division 1 communities get the facilities they need.

Cr Madsen holds a Bachelor of Commerce and Arts Degree, majoring in political science and accounting. He is a passionate trade unionist, dedicated to ensuring all Ipswich residents have access to fair and equitable working conditions.

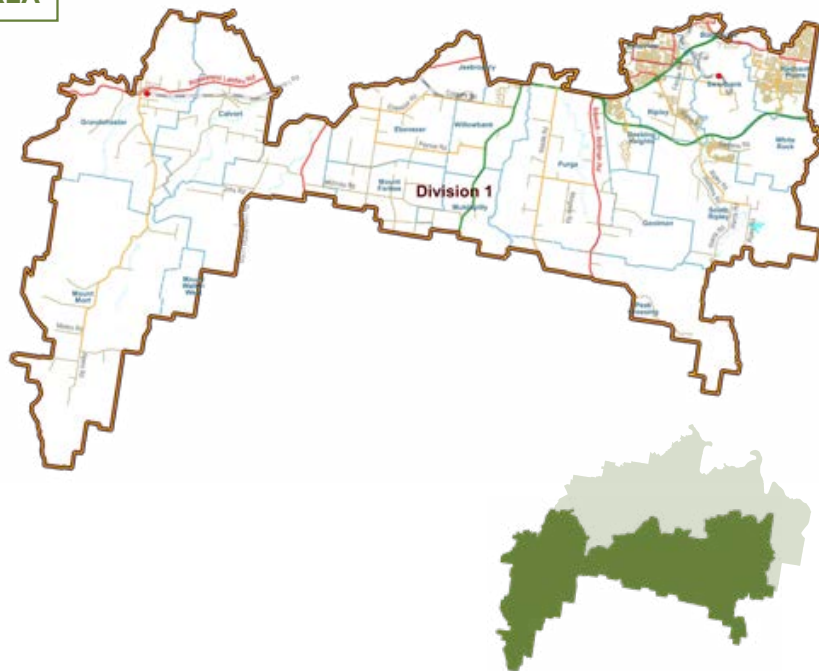
Outside of council, Cr Madsen is an avid sports fan and loves supporting local Ipswich sport.

Cr Madsen is Chairperson of the Community and Sport Committee and Deputy Chairperson of the Finance and Governance Committee.



MAP OF DIVISION 1 AREA

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



611km²
Population: 61,014
(Source: Ipswich Population Modeller)

DIVISION 2 COUNCILLORS

Deputy Mayor Nicole Jonic

Deputy Mayor Nicole Jonic is a long term local Ipswich resident who loves living in the eastern suburbs with her husband and two young children. First elected as Councillor in 2020, Cr Jonic is serving her second term as Deputy Mayor after being appointed to the position at the post-election Council Meeting on 11 April 2024.

Cr Jonic is a practicing accountant and registered tax agent, and established and operated her own Goodna-based accounting firm prior to becoming a Councillor. Cr Jonic is a member of the Institute of Public Accountants, a fellow of the Tax Institute of Australia and former operations manager of a Queensland-wide accounting firm.

Cr Jonic holds board positions as Deputy Chair and Secretary for Regional Development Australia, Ipswich & West Moreton, and Treasurer for Ipswich Turf Club Incorporated.

As well as being passionate about the success of Ipswich, Cr Jonic is excited for the future of this region and wants all residents to benefit from the city's growth so that local communities can continue to thrive.

Deputy Mayor Cr Jonic is a member of all council standing committees including the Audit and Risk Management Committee.



Councillor Paul Tully

Councillor Paul Tully was first elected in March 1979 and has successfully contested 14 elections, representing Ipswich's eastern suburbs. He is currently Queensland's longest serving Councillor and has come back with renewed energy for the 2024–2028 term.

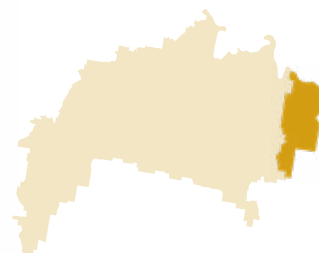
Cr Tully has a Law degree from the University of Queensland and is a Justice of the Peace (Qualified). He has a key focus on environmental matters and has a keen interest in keeping honeybees and native bees.

Cr Tully is Chairperson of the Finance and Governance Committee and Regulation Advisory Committee, Deputy Chairperson of the Infrastructure, Planning and Assets Committee, and the Local Government Association of Queensland Policy Executive representative for South East District No. 2 (Western Region).



MAP OF DIVISION 2 AREA

Division 2 encompasses the suburbs of Augustine Heights, Bellbird Park, Brookwater, Camira, Carole Park, Gailes, Spring Mountain, Springfield, Springfield Central and Springfield Lakes, most of the suburb of Goodna, and a small part of the suburb of Redbank.



74km²
Population: 69,309
(Source: Ipswich Population Modeller)

DIVISION 3 COUNCILLORS

Councillor Marnie Doyle

Councillor Marnie Doyle was born and raised in Ipswich and now resides in Sadliers Crossing. She is a St Mary’s old girl and holds a Bachelor of Laws and Master of Laws.

Cr Doyle brings a wealth of corporate experience to council having worked for almost 25 years as a banking and finance lawyer. Cr Doyle has undertaken extensive work on projects including open data, privacy and digital transformation – important issues in Australia with a direct impact on local government.

Appointed in January 2022 as a member of the Queensland Heritage Council, the independent statutory body established by the Queensland Parliament principally to decide which places are entered in the Queensland Heritage Register, Cr Doyle is passionate about preserving Ipswich heritage and history for future generations.

Cr Doyle is Deputy Chairperson of the Advocacy Advisory Committee.



Councillor Andrew Antonioli

Councillor Andrew Antonioli has devoted both his professional career and personal life to serving the people and the city of Ipswich. A true local, Andrew’s roots in Ipswich run deep, having attended Ipswich North State School and Ipswich State High School.

Before embarking on his political journey, Cr Antonioli served as a police officer for over a decade, demonstrating a steadfast commitment to ensuring the safety and well-being of the Ipswich community.

Cr Antonioli brings 18 years’ experience in civic leadership, including roles as both councillor and mayor in Ipswich, and a wealth of knowledge, leadership, and proven integrity to the table.

As a father of five daughters, and now a grandfather, Cr Antonioli deeply understands the importance of family values and the significance of creating a thriving environment for future generations.

Beyond his dedication to public service, he is an avid enthusiast of both sports and the arts.

Cr Antonioli is Chairperson of the Infrastructure, Planning and Assets Committee and Ipswich Local Disaster Management Group, Deputy Chairperson of the Environment and Sustainability Committee and member of the Audit and Risk Management Committee.

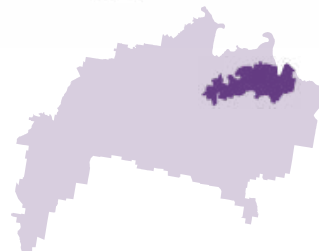


MAP OF DIVISION 3 AREA

Division 3 encompasses the suburbs of Basin Pocket, Booval, Bundamba, Coalfalls, Collingwood Park, Dinmore, East Ipswich, Eastern Heights, Ebbw Vale, Ipswich, Leichhardt, New Chum, Newtown, North Booval, One Mile, Riverview, Sadliers Crossing, Silkstone, West Ipswich and Woodend, most of the suburbs of Redbank, and small parts of the suburbs of Goodna and Wulkuraka.



68km²
Population: 58,614
(Source: Ipswich Population Modeller)



DIVISION 4 COUNCILLORS

Councillor David Cullen

Councillor David Cullen has lived in Ipswich since age 12 and currently resides in Karalee with his family.

Cr Cullen has a long history with operating a fleet of vehicles through his role as Managing Director of Ipswich Pro Drive and transport business Ipswich Car Carriers. He is also part owner of Ace Driving School in Brisbane and the Gold Coast.

Cr Cullen is passionate about road safety. He was on the Steering Committee for driver training program Braking the Cycle, funding three cars to help young drivers be better prepared behind the wheel.

Cr Cullen is a member of Ipswich City Rotary Club, Ipswich Region Chamber of Commerce and Industry and has previously served as president of West Moreton Auto Club.

Cr Cullen has faced many challenges throughout his life. He now regularly shares his success story with local youth in the hope of inspiring them to a successful future.

Cr Cullen is Deputy Chairperson of the Economic and Cultural Development Committee and Ipswich Local Disaster Management Group.



Councillor Jim Madden

Councillor Jim Madden was born and raised in Ipswich.

His connection with the Ipswich area stretches back five generations to when his ancestors came to Queensland from Ireland in 1863.

Cr Madden holds a Degree in Applied Science (Horticulture) and a Graduate Degree in Agriculture (Plant Protection) and worked as an agronomist before later studying a Bachelor of Laws.

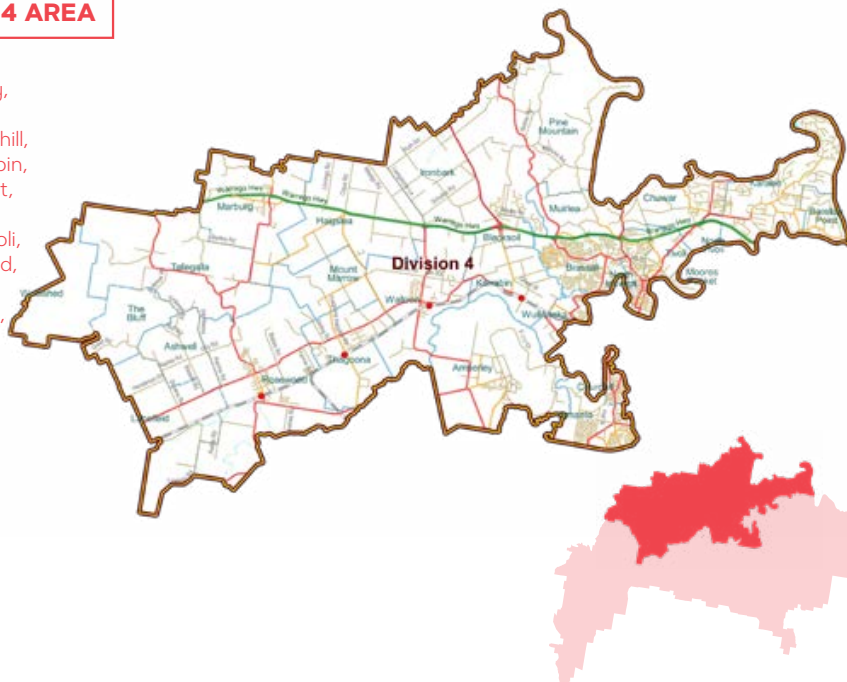
Cr Madden has previously served as a Councillor of the Somerset Regional Council from 2012 to 2015. He was elected to the Queensland Parliament in 2015, serving as Member for Ipswich West until 2024 when he was elected as Division 4 Councillor for the City of Ipswich.

Cr Madden is Chairperson of the Environment and Sustainability Committee and Deputy Chairperson of the Regulation Advisory Committee and Local Disaster Recovery and Resilience Group.



MAP OF DIVISION 4 AREA

Division 4 encompasses the suburbs of Amberley, Ashwell, Barellan Point, Blacksoil, Brassall, Churchill, Ironbark, Karalee, Karrabin, Lanefield, Moores Pocket, Mount Marrow, Muirlea, North Ipswich, North Tivoli, Pine Mountain, Rosewood, Tallegalla, Thagoona, The Bluff, Tivoli, Walloon, Woolshed and Yamanto, the Ipswich City parts of the suburbs of Chuwar, Haigslea and Marburg, and most of the suburb of Wulkuraka.



342km²
Population: 48,613
(Source: Ipswich Population Modeller)

CEO's Message



I'm pleased to present Ipswich City Council's Annual Plan and Budget for the 2024–2025 financial year.

The 2024–2025 Annual Plan and Budget sets out our city's year ahead, sharing our key deliverables, core services, planned resourcing and performance measures.

All of council's actions are aligned to our corporate plan, iFuture 2021–2026. Our focus remains on delivering services to the community against our four themes: Vibrant and Growing; Safe, Inclusive and Creative; Natural and Sustainable; and a Trusted and Leading Organisation.

The Annual Plan features almost 40 key deliverables aligned to the four iFuture corporate plan themes ranging from:

- finalisation of the new planning scheme and local government infrastructure plan for Ipswich
- preparing and implementing a local housing action plan
- implementing initiatives for our rivers, natural environment, stormwater and floodplain risk management
- increased resource recovery preparing for city-wide garden organics recovery
- the handover to major tenants HOYTS and Aushotels for the entertainment hub Nicholas Street Venue and Hotel Commonwealth and delivering major openings in the Nicholas Street Precinct
- continuing to improve our management of council's \$4.0 billion in assets
- calling on the community to join in an advocacy campaign for critical infrastructure for Ipswich.

The cost escalations and supply constraints being faced by the community at large are challenges that the council organisation is also experiencing. The costs of capital and operational programs and projects have increased at unprecedented levels beyond projected and allocated resourcing budgets.

In preparing and recommending this Annual Plan and Budget, the organisation has had to review and re-prioritise, identify efficiency improvements and new revenue opportunities and constrain growth in the size of the council workforce. Given the increasing cost base and fast growth of the Ipswich population, this is challenging. Over the past four years more than \$16 million in efficiency savings has had to be found to continue to deliver services and programs to the community.

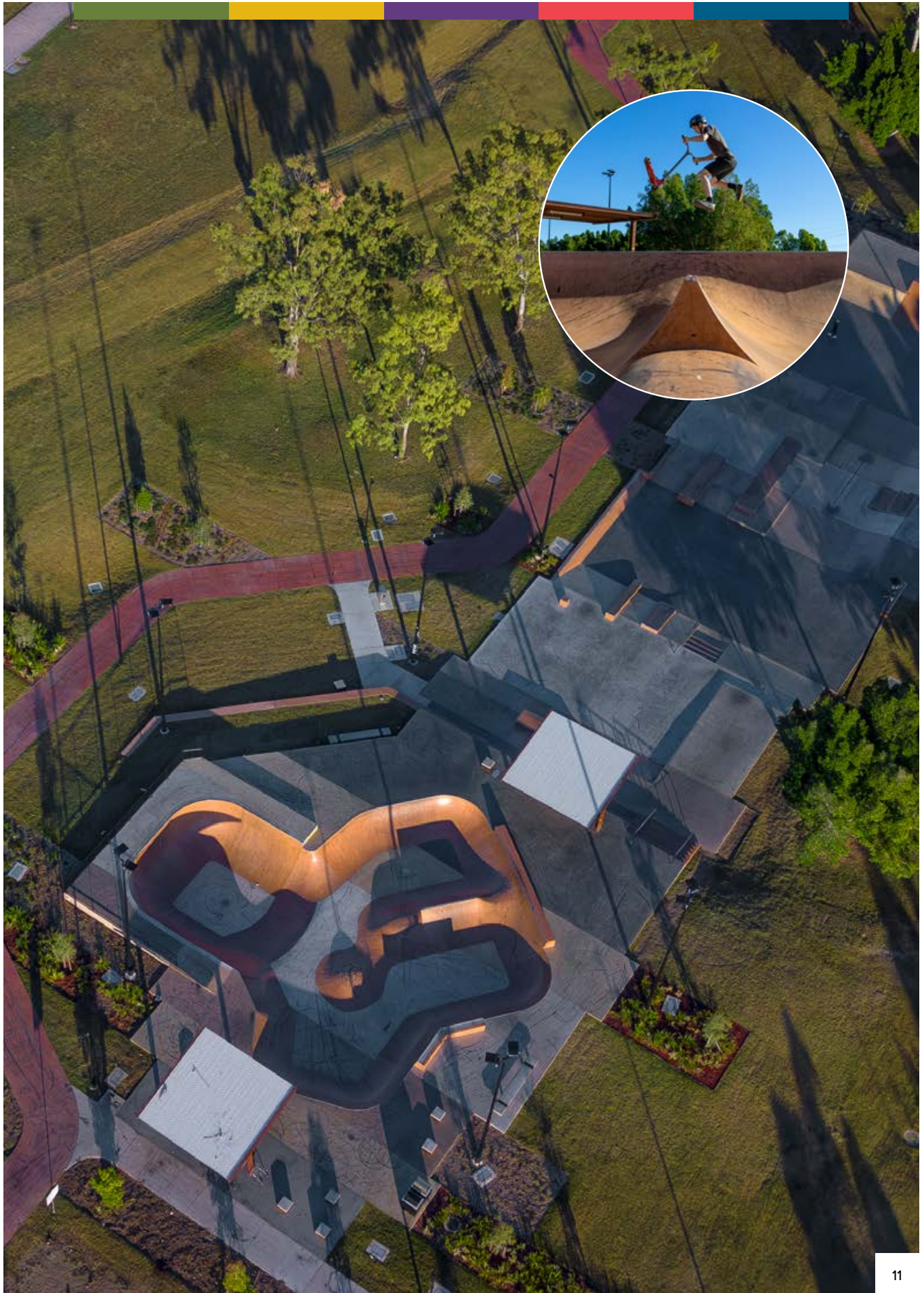
In order to continue to plan and deliver the infrastructure needed by the community now and for the future, the capital works program has been increased beyond last year's forecast. This is necessary to meet council's commitments and to continue to make progress in planning and delivering necessary infrastructure and assets.

In the year ahead, council is focusing on delivering for our suburbs – new footpaths, upgraded parks, road maintenance and the delivery of major road expansions such as the Springfield Parkway and Springfield Greenbank Arterial Duplication Project and Redbank Plains Road. Planning and design is also underway for the upgrade of Ripley Road. During the 2024–2025 financial year we will engage with key stakeholders and the community on the development of a new suburban renewal program.

Council's shared vision for the community is: *Ipswich – a city of opportunity for all*. I am very proud to be leading a team that makes this our focus each and every day, for the community, for each other, and for our collective future.

Sonia Cooper

Item 6.1 / Attachment 1.



COMMITMENT TO HUMAN RIGHTS

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

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

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

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

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

THE ROLE AND FUNCTIONS OF COUNCILS

What is local government?

A local government (or local council) provides a wide range of services and activities.

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 (LGA) 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 levels 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.

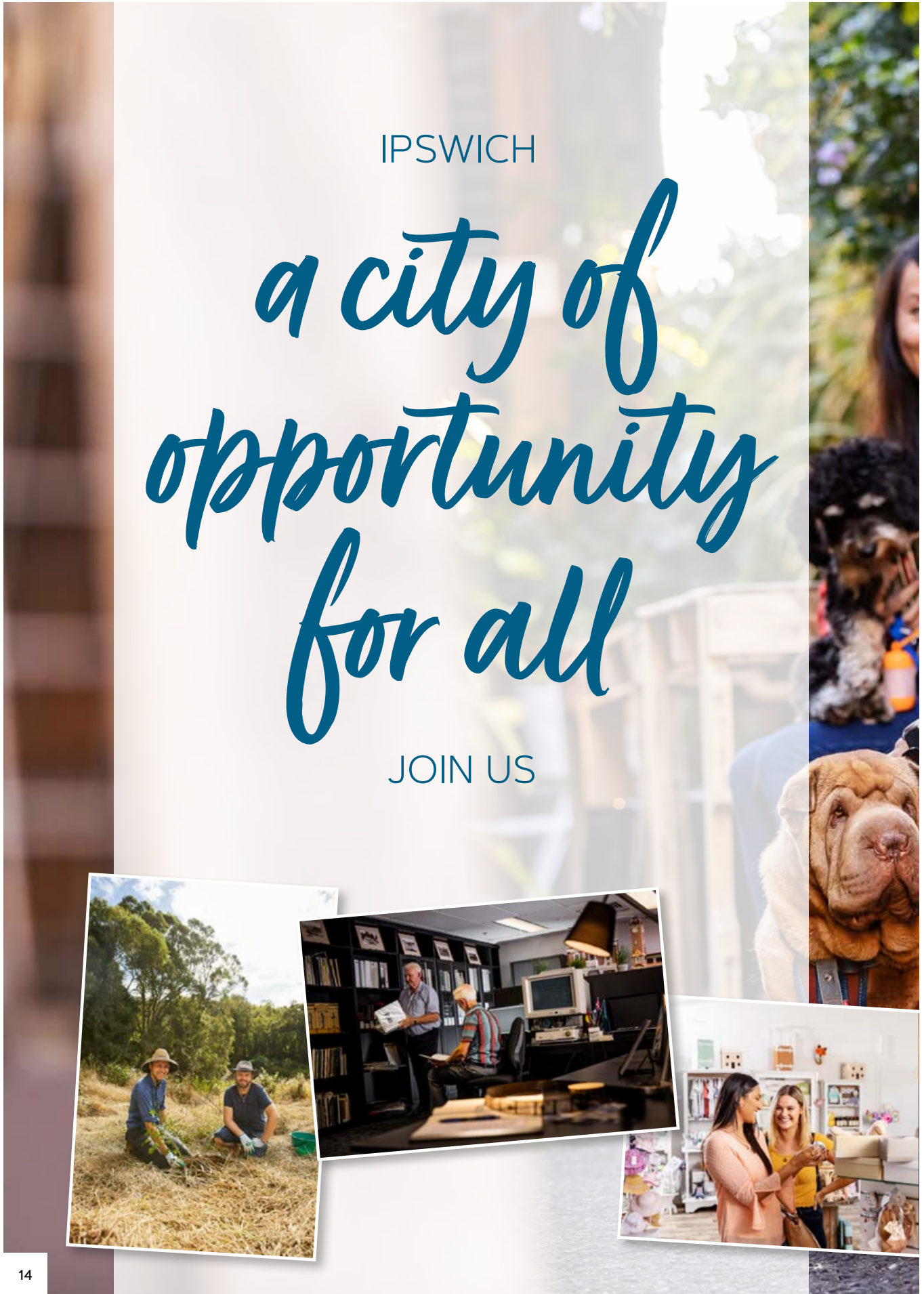
Please note: while many councils deliver their own water and sewerage services, in Ipswich this is managed by Urban Utilities (UU). To learn more about UU, visit Urbanutilities.com.au.

<p>The Federal Government:</p> <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.	<p>State Governments:</p> <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.	<p>Local Governments (councils):</p> <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.
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INTEGRATED PLANNING AND REPORTING FRAMEWORK

Councils in Queensland are required to prepare an annual operational plan which is consistent with its annual budget. This plan should state how it will progress the implementation of the five-year Corporate Plan and how it will manage operational risks, and include an annual performance plan for each commercial business unit.







VISION 2041

Ipswich is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger.

We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community and where our economy is innovative and sustainable.

We are a community that unites in both times of need and to celebrate success. And we have much to celebrate.

Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant.

We are a city of centres, connected by a safe, reliable and sustainable transport system and a network of green spaces that connect us to the land where we can enjoy sport, creative pursuits, active recreation or relaxing time with our families and loved ones.

Our history is rich, from our First Nations to our European and multicultural histories and where our cultural landscapes are protected and respected.

As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city.

We are proud to call Ipswich home.

Join us.

CORPORATE PLAN SUMMARY – iFUTURE

The city's Corporate Plan – iFuture – identifies what council needs to do to help achieve the community outcomes for 2026. iFuture is structured over four themes which sets the framework for the Annual Plan 2024–2025.



VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.



SAFE, INCLUSIVE AND CREATIVE

OUR OUTCOMES FOR 2026

1. Our community feels safe.
2. Knowledge and learnings from our past are used to guide and be shared with future generations.
3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.
4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.
5. Our historical buildings are conserved and enhanced.
6. The Ipswich brand is positive and inclusive.
7. Our community has access to the services they need particularly health and social services.
8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.
9. There are high levels of volunteering in the city.
10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.
11. The community feels heard and engaged and we close the loop with our consultation.
12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.



For more information about our five-year plan and the outcomes we are working towards you can view [council's corporate publications](#).



NATURAL AND SUSTAINABLE

OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.
2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.
3. Our waterway health is improved.
4. Our natural environment is managed to support the continuation of traditional cultural practices.



A TRUSTED AND LEADING ORGANISATION

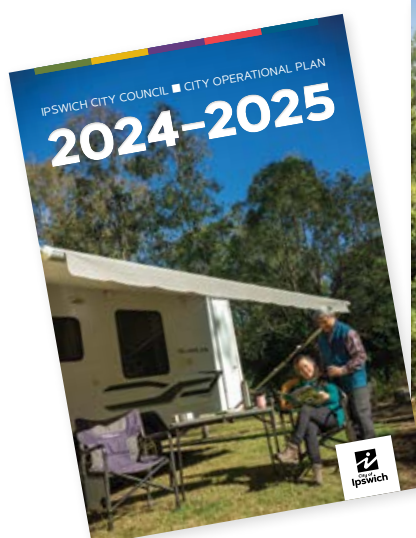
OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.
2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.
3. We are trusted by our community.
4. We are leaders in good governance.
5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.
6. We are transparent and evidence based in our planning, reporting and decision-making.
7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.
8. We are financially sustainable.
9. Our people are valued, engaged, supported and empowered to deliver at their best.
10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.
11. We support local businesses to be competitive in council procurement opportunities.
12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.

ABOUT THIS PLAN

The Annual Plan 2024-2025 is comprised of five parts presented as a single document.

1. **City Operational Plan** – delivers iFuture outcomes through projects and programs.
2. **Core Business Services** – explains what services the city delivers to the community and how they align to the city vision and strategic direction.
3. **Capital Works Program** – delivering and maintaining the city's infrastructure and assets.
4. **Ipswich Waste Services Performance Plan** – provides information about the performance plan for our commercialised business unit.
5. **City Budget** – delivers a balanced budget with a sustainable long-term financial outlook.



IPSWICH CITY COUNCIL ■ CITY OPERATIONAL PLAN

2024-2025



CITY OPERATIONAL PLAN 2024–2025

Delivering iFuture outcomes through projects and programs.

The City Operational Plan 2024–2025 deliverables, together with the relevant Corporate Plan catalyst projects, are presented through alignment with the iFuture themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.



HOW TO READ THIS PLAN

Outcomes

These are the community's long-term aspirations and priorities for the city in 2026. They provide focus in our work towards achieving the city vision. Outcomes are achieved through planning and delivery of city strategies, services, policies, projects and continuous improvement.

Themes

The city's Corporate Plan – iFuture – has been divided into four themes that articulate the community's vision for 2041. It is these themes that set the framework for the Operational Plan 2024–2025.

iFUTURE THEMES

-  **VIBRANT AND GROWING**
-  **SAFE, INCLUSIVE AND CREATIVE**
-  **NATURAL AND SUSTAINABLE**
-  **A TRUSTED AND LEADING ORGANISATION**

THEME 1

VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and livability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Finalise the major review of the iGo Strategy	AIS
Facilitate first phase actions of the Ipswich 2032 Legacy Roadmap*	CCED
Deliver and promote the Hotel and Short-Term Accommodation Prospectus	CCED
Site due diligence, detailed concept design and operational plan for the North Ipswich Sport and Entertainment Precinct Stage 1: Western Grandstand	CCED
Fit-for-purpose planning and design advice to meet sport and recreation activation requirements for the Redbank Plains Recreation Reserve and Tivoli Sporting Complex projects under the SEQ City Deal Liveability Fund	CCED
Maximise Return for SEQ City Deal: Public Art Initiatives	OCEO
Community Facilities Activation Framework to meet current and future facility activation requirements	CCED
Deliver major openings, continued leasing and activation of the Nicholas Street Precinct*	OCEO
Finalise and adopt Ipswich Plan 2024 and Local Government Infrastructure Plan*	PRS
Streamline and improve development application processes and systems	PRS
Prepare and implement a Local Housing Action Plan	PRS

Deliverables – Catalyst and Operational

Catalyst projects (*) are those deliverables that have been identified in iFuture to help achieve our outcomes for 2026 and will be delivered throughout the 2024–2025 year. Operational projects also align to outcomes in iFuture and to the services we deliver to meet community needs.

Note: Some * identify deliverables within the larger catalyst project.

Lead Delivery Department

The responsible council department that will oversee and report on the deliverable.

Asset and Infrastructure Services Department	AIS
Environment and Sustainability Department	ES
Planning and Regulatory Services Department	PRS
Community, Cultural and Economic Development	CCED
Corporate Services Department	CS
Office of the CEO	OCEO

THEME 1

**VIBRANT
AND GROWING**

OUR OUTCOMES FOR 2026

1. Our city’s design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
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3. Our strategic planning enables us to prepare and respond to the city’s rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
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DELIVERABLES	LEAD DELIVERY DEPARTMENT
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Site due diligence, detailed concept design and operational plan for the North Ipswich Sport and Entertainment Precinct Stage 1: Western Grandstand	CCED
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Deliver major openings, continued leasing and activation of the Nicholas Street Precinct*	OCEO
Finalise and adopt Ipswich Plan 2024 and Local Government Infrastructure Plan*	PRS
Streamline and improve development application processes and systems	PRS
Prepare and implement a Local Housing Action Plan	PRS

THEME 2

**SAFE, INCLUSIVE
AND CREATIVE**

OUR OUTCOMES FOR 2026

1. Our community feels safe.

2. Knowledge and learnings from our past are used to guide and be shared with future generations.

3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.

4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.

5. Our historical buildings are conserved and enhanced.

6. The Ipswich brand is positive and inclusive.

7. Our community has access to the services they need particularly health and social services.

8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.

9. There are high levels of volunteering in the city.

10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.

11. The community feels heard and engaged and we close the loop with our consultation.

12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Delivery of the Floodplain Risk Management program	ES
Implementation of the 2022 Flood Recovery Review Recommendations	ES
Development of Stormwater Management Strategy	AIS
Finalise and adopt Strengthening Ipswich Communities Plan*	PRS
Updated Arts and Culture Strategy to include the Creative Industries Action Plan, renewed Art Gallery Plan and Public Art Plan*	CCED
Site due diligence and high-level concept planning for Ipswich Civic Centre redevelopment	CCED
Social Action Plan identifying and progressing community led solutions to address social and economic issues	CCED
Active Health Planning and Social Prescription Model to address, in association with the Health Care Service network, the health needs across the city	CCED

THEME 3

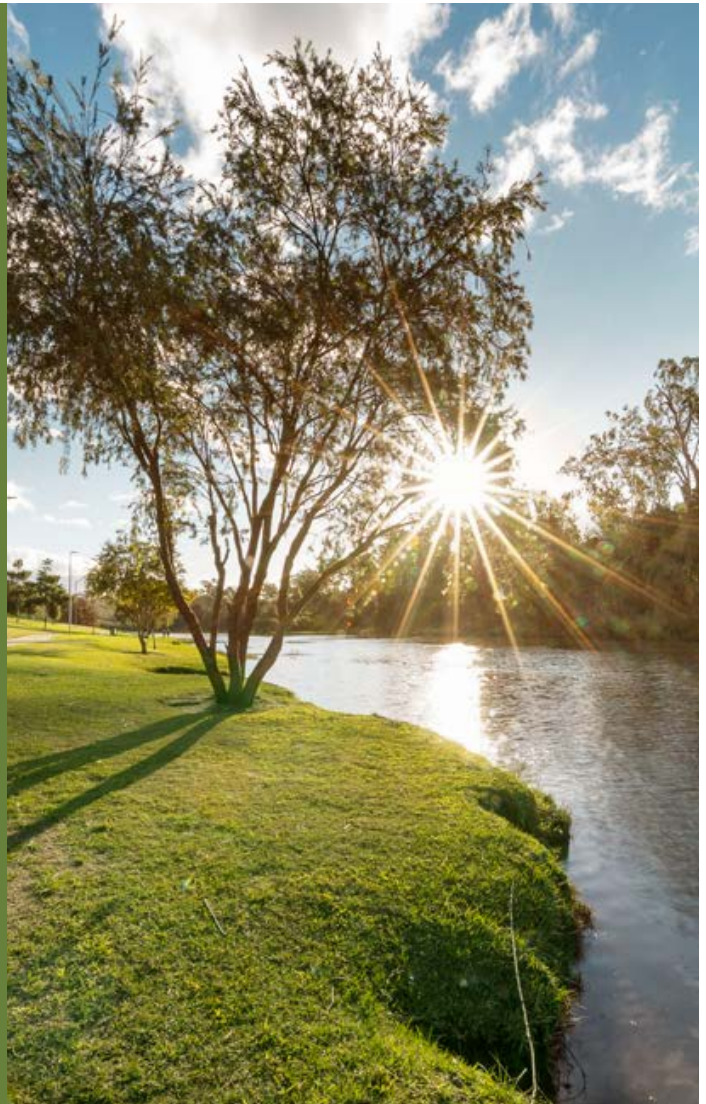
NATURAL AND SUSTAINABLE
OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.

2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.

3. Our waterway health is improved.

4. Our natural environment is managed to support the continuation of traditional cultural practices.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Implement the Urban Rivers Program initiatives for 2024–2025	ES
Implement the Natural Environment Strategy initiatives for 2024–2025*	ES
Implement the Urban Greening Plan initiatives for 2024–2025	ES
SEQ City Deal: Development and implementation of a Sub-Regional Alliance Material Recovery Facility*	ES
Implementation of the Resource Recovery Strategy initiatives for 2024–2025, including the on-going planning and delivery of enhanced resource recovery infrastructure	ES
Implementation of the Waste and Circular Economy Policy Transformation Directive including additional approved actions*	ES/PRS
Implementation of the Sustainability Strategy, including development of the renewal energy pathway*	ES
Climate Risk Assessments undertaken across all council business areas	ES

THEME 4

**A TRUSTED
AND LEADING
ORGANISATION**

OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.

2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.

3. We are trusted by our community.

4. We are leaders in good governance.

5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.

6. We are transparent and evidence based in our planning, reporting and decision-making.

7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.

8. We are financially sustainable.

9. Our people are valued, engaged, supported and empowered to deliver at their best.

10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.

11. We support local businesses to be competitive in council procurement opportunities.

12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Implement the People and Culture Strategy for 2024–2025 including: <ul style="list-style-type: none"> ▪ Diversity, Equity and Inclusion Action Plan ▪ Managing psychosocial risks ▪ 2024 Certified Agreement Bargaining ▪ Supporting employees experiencing poor customer behaviours* 	CS
Advocacy campaigns for the 2024 Queensland state election and 2025 Australia federal election	CCED
Customer Experience Program including delivery of Voice of the Customer and Customer Journey Solution Designs*	CCED
Asset Management Plans for Ipswich Motorsport Precinct leases A (small) B, C, D and E	CCED
Implement iVolve initiatives for 2024–2025 including: <ul style="list-style-type: none"> ▪ HRM, Payroll and Timekeeping – Payroll and Timekeeping Implementation ▪ Asset and Works Management – Vendor selection and implementation commenced* 	CS
Delivery of council's capital program 2024–2025	AI5
Delivery of the 2024–2025 Effective Asset Management Project milestones	AI5
New Conservation Management Plan for the Art Gallery and updated plans for Soldiers' Memorial Hall, the Incinerator Theatre and Woollen Mills	CCED
Commence community engagement on the new Corporate Plan 2026–2031	OCEO

LEGISLATIVE COMPLIANCE

City Operational Plan

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 not 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.

Managing risk

The *Local Government Regulation 2012* requires the management of risk to be included in council's annual Operational Plan. Section 175 provides that the annual operational plan for a local government must state how the local government will manage operational risks.

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

All identified risks associated with council activities are monitored on a regular basis and/or escalated for review within internally prescribed timeframes. Corporate risks are reviewed every two months. Operational risks applicable at departmental level are reviewed every three months. Council's Executive Leadership Team (ELT) Risk Committee in December 2020 approved and endorsed the Five-Year Risk Maturity Road Map for 2021 to 2025, to ensure the continued development of council's Enterprise Risk Management Framework and create a benchmark risk management model among other local governments.

The Queensland Plan

Launched in 2014 by the State Government, The **Queensland Plan** provides a 30-year vision for Queensland where 'Queensland will be home to vibrant and prosperous communities'. The Ipswich City Council Annual Plan 2024-2025 – which delivers on our five-year Corporate Plan (iFuture) – provides support for this plan at a local level as addressed in ***The Queensland Plan Act 2014***.



IPSWICH CITY COUNCIL ■ CORE BUSINESS SERVICES

2024-2025



CORE BUSINESS SERVICES 2024–2025

Delivering services to the community that align to the city’s vision and strategic direction.


Core business services are those activities which are undertaken to meet the community’s needs. These core business services represent the activities undertaken by all employees to maintain the city. These include, but are not limited to, the maintenance of roads, collection of waste, operations of libraries and leisure centres, assessment of development applications, engagement with stakeholders and the management of internal support services.

Core business services reflect council’s strategic direction and associated budget. The budget figures presented in the following core business services summaries do not represent the complete council budget. The total council budget also includes depreciation expense, interest expense and other accounting adjustments which are not included in the service summaries. More budget information can be found in the [Annual Budget 2024–2025 section](#).

IPSWICH CITY COUNCIL CORE BUSINESS SERVICES		
Animal Management Services	Construction City Assets	Media and Communication
Arts and Cultural Services	Destination Development	Natural Environment and Land Management
City Events and Marketing Services	Economic Development	People and Culture
City Maintenance – Facilities	Elected Council Support	Planning and Development
City Maintenance – Open Space	Financial Services	Procurement
City Maintenance – Roads and Drainage	Fleet	Property and Facilities
City Maintenance – Technical Support and Aquatic	Governance	Resource Recovery
City Maintenance – Urban Forest and Natural Area	ICT Services, Strategy and Project Delivery	Sport and Recreation
Community Development and Research	Infrastructure Strategy and Planning	Strategic and Corporate Planning
Community Health and Education	Library and Customer Services	Sustainability and Emergency Management
Community Safety	Local Laws and Regulatory Compliance Services	Workplace Health and Safety



Please note, these reports represent a point in time and may be amended throughout the year. The resourcing data included is for the 2024–2025 financial year only and may be subject to change.

ANIMAL MANAGEMENT SERVICES

RESPONSIBILITY		Planning and Regulatory Services Department					
		<ul style="list-style-type: none"> Provide animal management regulation, education, dog registration, pound services and biosecurity response for control of pest plants and animals. 					
RESOURCES	FTE	14.0	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	2,217	EXPENSES \$	3,804
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 4 – A TRUSTED AND LEADING ORGANISATION					
	OUTCOMES	<ul style="list-style-type: none"> We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice. 					
	HOW WE MEASURE	<ul style="list-style-type: none"> Total customer service requests for animal and biosecurity Total animal infringements 					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Respond to animal attacks Manage dangerous, menacing and restricted animals Promote animal registration Manage animal nuisance for noise, odour and roaming Manage and permit excess animals Inspect animal enclosures Investigate dog attacks and local law permit breaches including any necessary prosecution Manage and develop pound contract including key performance indicators and evaluation Manage Pound and associated assets Manage Pound capital delivery and upgrades Respond to pest plant and animal complaints Manage wild dog baiting program Manage Biosecurity Plan for the local government area Deliver education services for responsible pet ownership, Biosecurity Act – pest plant and animals, and mosquito disease vector management 					





ARTS AND CULTURAL SERVICES

RESPONSIBILITY		Community, Cultural and Economic Development Department						
<ul style="list-style-type: none"> Promote and program annual exhibitions and artistic events ensuring a balance of community, professional and culturally diverse experiences are delivered. Present, produce and promote culturally diverse and high-quality local, national and international performing arts programs. Develop the local creative community through capacity and capability building programs and access to facilities. 								
RESOURCES	FTE	371	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	2,496	EXPENSES \$	6,640	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 1 - VIBRANT AND GROWING					
			THEME 2 - SAFE, INCLUSIVE AND CREATIVE					
	OUTCOMES		<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Ipswich is known as a sought-after location for business, industry and visitors. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy. 					
	HOW WE MEASURE		<ul style="list-style-type: none"> Number of arts and cultural activities produced and supported Number of local artist engagements 					
CORE SERVICE ACTIVITIES			<ul style="list-style-type: none"> Manage council facilities programming Manage the visual art activities and art events programming, such as dedicated children's programming and exhibitions for major international, state and local artists Manage and report on external funding (Arts Foundation) Manage Ipswich Civic Centre programming Attract, sell, coordinate and manage event and meeting services Develop the creative industry Coordinate meeting and catering demands 					




CITY EVENTS AND MARKETING SERVICES

RESPONSIBILITY		Community, Cultural and Economic Development Department					
		<ul style="list-style-type: none"> Attract, support and produce a diverse program of annual events that engage the community, promote Ipswich as a destination, drive visitation and positively impact on business and industry. Support all Ipswich City Council functions through the provision of marketing and communications services. 					
RESOURCES	FTE	32.2	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	243	EXPENSES \$	6,875
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES	THEME 1 - VIBRANT AND GROWING 					
		THEME 2 - SAFE, INCLUSIVE AND CREATIVE 					
	OUTCOMES	<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Ipswich is known as a sought-after location for business, industry and visitors. The Ipswich brand is positive and inclusive. 					
	HOW WE MEASURE	<ul style="list-style-type: none"> Total attendance across City Events Plan (produced and supported) Festival attendance from outside Ipswich local government area Economic impact of City Events Plan Number of marketing requests completed 					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Provide marketing strategy, services and support to council Lead council's approach to integrated marketing Produce collateral, material and digital assets Develop and implement marketing and brand guidelines Provide clear, consistent, accessible and relevant information to the community Deliver Civic Event and City Event Plan Provide event support and capacity building Manage event attraction and leveraging Provide internal event services 					





CITY MAINTENANCE – FACILITIES

RESPONSIBILITY		Asset and Infrastructure Services Department						
<ul style="list-style-type: none"> Facility maintenance of council properties including office accommodation, depots, performing arts buildings, libraries, art galleries, sports complexes, community buildings, park and reserve assets and aquatic centres. Maintenance is essential to ensure facilities are fit for their intended purpose and asset lifecycles are maximised. Activities include building trade maintenance, cleaning of buildings, parks and civic areas, and park and playground maintenance. 								
RESOURCES	FTE	52.3	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	1,479	EXPENSES \$	12,602	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING						
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. 						
	HOW WE MEASURE	<ul style="list-style-type: none"> Delivery of maintenance services within the on-time delivery target key performance indicator of 85% Number of Customer Engagement System requests created Number of Customer Engagement System requests closed Number of Customer Engagement System requests resolved on time 						
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Audit water efficiency of council facilities Clean council facilities including air-conditioning units, office accommodation and internal bins Inspect, maintain and clean public facilities including playground equipment, barbecues in parks and park pathways Manage and coordinate park maintenance Remove graffiti, issue graffiti kits and manage the supply of the graffiti trailer Respond to requests to clean and maintain public facilities, roadside furniture and shade sails Collect and dispose of syringes Test and tag council facility electrical equipment Manage broken glass requests Respond to council facility requests regarding air-conditioning, carpentry, electrical, painting, plumbing, pest control and signage Ensure community access to swimming facilities Inspect condition of swimming facilities Maintain swimming facilities including regular water testing Inspect swimming facilities for WHS compliance 						




CITY MAINTENANCE – OPEN SPACE

RESPONSIBILITY		Asset and Infrastructure Services Department						
		<ul style="list-style-type: none"> Maintenance of vegetation across parks, sporting facilities, urban footpaths, major thoroughfares, drainage reserves and referable dams. Management of lessees in council-owned properties with Community Centres and Aquatic Facilities, as well as zero depth water parks and Orion Lagoon. Coordinate depot operations and street sweeping. Management of Ipswich Nature Centre. 						
RESOURCES	FTE	148.2	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	473	EXPENSES \$	30,169	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEMES		THEME 1 – VIBRANT AND GROWING					
			THEME 3 – NATURAL AND SUSTAINABLE					
	OUTCOMES		<ul style="list-style-type: none"> Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Ipswich is celebrated as a clean, green, circular economy city. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection. Our natural environment is managed to support the continuation of traditional cultural practices. 					
	HOW WE MEASURE		<ul style="list-style-type: none"> Delivery of maintenance services within the on-time delivery target key performance indicator of 85% Number of Customer Engagement System requests created Number of Customer Engagement System requests closed Number of Customer Engagement System requests resolved on time 					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Maintain and mow drainage reserves, council-owned vacant land, road reserves, median strips, roundabouts and road islands Remove litter along road reserves and in parks Respond to illegal dumping in parks and on roadside Inspect and maintain park gardens Maintain fire trails Mow grass in parks and edge footpaths Spray for weeds and insects in parks, footpaths and median strips Manage city street sweeping Maintain level 1 and 2 sporting facilities Maintain cemeteries 						




CITY MAINTENANCE – ROADS AND DRAINAGE

RESPONSIBILITY		Asset and Infrastructure Services Department						
<ul style="list-style-type: none"> Maintenance of road and drainage infrastructure. This includes both sealed and gravel roads (including State Controlled Roads managed by Ipswich City Council), traffic facilities, footpaths and bridges. 								
RESOURCES	FTE	67.3	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	4,782	EXPENSES \$	16,178	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 – VIBRANT AND GROWING						
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth. 						
	HOW WE MEASURE	<ul style="list-style-type: none"> Delivery of maintenance services within the on-time delivery target key performance indicator of 85% Number of Customer Engagement System requests created Number of Customer Engagement System requests closed Number of Customer Engagement System requests resolved on time 						
CORE SERVICE ACTIVITIES	<ul style="list-style-type: none"> Inspect and maintain gross pollutant traps Inspect gravel roads Maintain line-marking Maintain state-owned roads Maintain stormwater systems Manage quarry/pit operations Respond to requests for line-marking and pothole repair Respond to requests for maintenance of bridges, footpaths, gravel roads, bikeways, kerb and channel, roads and signage 							




CITY MAINTENANCE – TECHNICAL SUPPORT

RESPONSIBILITY		Asset and Infrastructure Services Department						
<ul style="list-style-type: none"> This service includes the maintenance of streetlights, stormwater quality assets, and traffic signals, flashing school zone signs and speed awareness signs. It also provides engineering services for the Works and Field Services team and manages use and events in parks and council-controlled land. This service reviews and approves over-dimension and heavy load access application, reviews road closure for works and major events within road reserves and manages road reserves including speed limit review and public utility alignment approvals. 								
RESOURCES	FTE	5.0	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	-	EXPENSES \$	6,199	
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 1 - VIBRANT AND GROWING						
	OUTCOMES	<ul style="list-style-type: none"> Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks and will be underpinned by an evidence-based approach to determine community needs in meeting our growth. 						
	HOW WE MEASURE	<ul style="list-style-type: none"> Delivery of maintenance services within the on-time delivery target key performance indicator of 85% Number of Customer Engagement System requests created Number of Customer Engagement System requests closed Number of Customer Engagement System requests resolved on time 						
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Assess National Heavy Vehicle Regulator (NHVR) access consent requests Audit programmed lighting corridor Respond to requests for streetlight improvements Respond to requests for traffic signal maintenance Inspect and maintain storm water quality assets 						



CITY MAINTENANCE – URBAN FOREST AND NATURAL AREA

RESPONSIBILITY		Asset and Infrastructure Services Department					
		<ul style="list-style-type: none"> Provision of the free plant program from nursery and mobile nursery locations. Manage arboriculture and streetscape assets as well as bushland reserves, unmade road reserves and fire maintenance in natural areas. Provide water truck services. 					
RESOURCES	FTE	470	OPERATING BUDGET (\$ '000) 2024-2025	REVENUE \$	62	EXPENSES \$	8,757
CORPORATE PLAN 2021-2026 ALIGNMENT	THEME	THEME 3 – NATURAL AND SUSTAINABLE					
	OUTCOMES	<ul style="list-style-type: none"> Ipswich is celebrated as a clean, green, circular economy city. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection. Our natural environment is managed to support the continuation of traditional cultural practices. 					
	HOW WE MEASURE	<ul style="list-style-type: none"> Delivery of maintenance services within the on-time delivery target key performance indicator of 85% Number of Customer Engagement System requests created Number of Customer Engagement System requests closed Number of Customer Engagement System requests resolved on time 					
CORE SERVICE ACTIVITIES		<ul style="list-style-type: none"> Inspect and maintain facilities at bushland reserves Inspect and maintain streetscape gardens and trees and unmade road reserves Proactively improve streetscaping Provide free plants from the nursery and mobile nursery Maintain council facility indoor plants Respond to requests for roadside tree planting Respond to requests for streetscape tree pruning Respond to requests for water truck service Respond to requests to remove trees/stumps from footpaths Inspect and maintain juvenile trees Root barrier/tree protection zone program 					



