

SUPPLEMENTARY ITEMS

COUNCIL MEETING ON 24 OCTOBER 2024

- 16. **OFFICERS' REPORTS:**
 - 16.3 Councillor Representation on External Groups 3
 - 16.4 Adoption of Ipswich City Council's Annual Report 2023-2024 7

Doc ID No: A10062282

This matter has been determined to be of a significant nature and approval has been given to refer this report to the Council as a supplementary item.

ITEM: 16.3

SUBJECT: COUNCILLOR REPRESENTATION ON EXTERNAL GROUPS

AUTHOR: MANAGER, EXECUTIVE SERVICES

DATE: 15 MAY 2024

EXECUTIVE SUMMARY

This is a report concerning Councillor Memberships to external groups and committees.

RECOMMENDATION/S

- A. That Council nominate one of its councillors as the Australian Horizons Foundation Ambassador.**
- B. That Council nominate one of its councillors as councillor representative for the Bremer Catchment Association.**
- C. That Council nominate one of its councillors as councillor representative for the Council of Mayors (SEQ) Legacy Working Group.**
- D. That Council nominate one of its councillors as councillor representative for the Council of Mayors (SEQ) Resilient Rivers Taskforce.**
- E. That Council nominate one of its councillors as councillor representative for the Council of Mayors (SEQ) Waste Working Group.**
- F. That Council nominate one of its councillors as councillor representative for the Domestic and Family Violence Prevention Council Champions Network.**
- G. That Council nominate one of its councillors as councillor representative for the West Moreton Obesity Advisory Group.**
- H. That Council nominate one or more of its councillors as members of the Ipswich 2032 Legacy Working Group.**
- I. That Council nominate one of its councillors as Deputy Chairperson of the Ipswich Local Disaster Management Group (LDMG).**
- J. That Council nominate one or more of its councillors as councillor representative for the Ipswich District Neighbourhood Watch Committee.**
- K. That Council nominate one or more of its councillors as replacement councillor members of the Ipswich Motorsport Precinct Advisory Group.**

- L. That Council nominate one of its councillors as the replacement councillor representative for the Scenic Valley Regional Road Transport Group (SV RRTG).**
- M. That Council nominate one or more of its councillors as replacement councillor representatives on the Sub-regional Waste Alliance Steering Group.**
- N. That Council nominate one or more of its councillors as replacement councillor members of the Civic and Ceremonial Event Working Group.**
- O. That Council nominate one or more of its councillors as replacement councillor members of the Safe City Advisory Group.**

RELATED PARTIES

- Mayor and Councillors
- Chief Executive Officer
- Executive Leadership Team

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

Councillors as part of their role in representing the community participate in a number of internal and external groups and decision-making forums. Many of these groups require formal representation by council and it is at the discretion of the elected council to select which Councillor or Councillors are its nominated representatives.

The recommendations proposed in this report are only to replace positions not already decided or for those where a replacement councillor or a formal appointment for this term is required. In addition, the Ipswich District Neighbourhood Watch Committee and the Bremer Catchment Association have requested a formal representative be appointed.

LEGAL IMPLICATIONS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Local Government Regulation 2012

POLICY IMPLICATIONS

There are no policy implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL/RESOURCE IMPLICATIONS

There are no financial implications related to this report.

COMMUNITY AND OTHER CONSULTATION

Councillors have considered these representative roles.

Consultation has occurred with the relevant stakeholders regarding memberships of community organisations.

CONCLUSION

In order to participate fully in the community in their role as an elected representative, Councillors are expected to participate in various groups and committees.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	To appoint Councillor representatives to Internal and External groups.
(b) What human rights are affected?	Nil
(c) How are the human rights limited?	Nil
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Nil
(e) Conclusion	The decision is consistent with human rights.

Wade Wilson

MANAGER, EXECUTIVE SERVICES

I concur with the recommendations contained in this report.

Sonia Cooper

CHIEF EXECUTIVE OFFICER

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

Doc ID No: A10389178

This matter has been determined to be of a significant nature and approval has been given to refer this report to the Council as a supplementary item.

ITEM: 16.4

SUBJECT: ADOPTION OF IPSWICH CITY COUNCIL'S ANNUAL REPORT 2023-2024

AUTHOR: SENIOR CORPORATE PLANNING AND PERFORMANCE OFFICER

DATE: 10 JULY 2024

EXECUTIVE SUMMARY

The Annual Report 2023–2024 informs the community about how it has performed over the past financial year, through the delivery of commitments made through the Corporate Plan iFuture 2021–2026 and the Annual Plan 2023–2024. Council is committed to transparent reporting and accountability to the community by showing how public money is being used to deliver services for the growing community.

The Annual Report fulfils council's responsibilities under the *Local Government Act 2009*, *Local Government Regulation 2012* and other relevant legislation. The financial statements contained have been reviewed by the Queensland Audit Office.

RECOMMENDATION/S

That Council adopt the Ipswich City Council Annual Report 2023-2024 in accordance with Section 104 of the *Local Government Act 2009* and Section 182 of the *Local Government Regulation 2012*.

RELATED PARTIES

There are no related party matters associated with this report.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The Annual Report 2023-2024 (Attachment 1) outlines the Council's activities, achievements, challenges and financial performance for the financial year, 1 July 2023 to 30 June 2024. It is the third of five (5) annual reports that contribute to realising the Corporate Plan 2021-2026.

Council's performance in the Annual Report is structured around the four themes of the Corporate Plan, iFuture. Performance is measured against results achieved through the Annual Plan 2023-2024, Operational Plan deliverables, and the catalyst projects identified in iFuture. Of the 37 Operational Plan deliverables (major projects, services or programs) as at 30 June 2024, four (4) have been completed, 25 are on track – continuing, two (2) need attention and six (6) have been amended, discontinued or deferred.

The Corporate Plan 2021-2026 is councils leading strategic plan for the delivery of the community vision and priority outcomes. There are 42 catalyst projects listed for completion over the five-year period. As of 30 June 2024, eight have been completed, 10 are progressing as multiyear projects, 22 catalyst projects are ongoing and have transitioned to business as usual through internal process improvements, one catalyst project has been incorporated into another for delivery and one has not yet been initiated. More detail on each of these projects can be found from pages 34 to 51.

The Annual Report further provides information about the elected Council (current and outgoing), the organisation, advocacy achievements and other required statutory information.

The Annual Report 2023-2024 has been prepared in accordance with the requirements of Section 104 of the *Local Government Act 2009* and Section 182 *Local Government Regulation 2012*. Council's Annual Report must be:

- Adopted within one month after the day the general-purpose financial statements are certified by the Queensland Audit Office, and;
- Placed on council's website within two weeks of council adopting the Annual Report.

The general-purpose audit statements for 2023-2024 were certified by the Queensland Audit Office on 18 October 2024.

LEGAL IMPLICATIONS

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

- *Local Government Act 2009*
- *Local Government Regulation 2012*

POLICY IMPLICATIONS

There are no policy implications for this item.

RISK MANAGEMENT IMPLICATIONS

The Local Government Regulation 2012 requires the Annual Report to be adopted within one month after the day the general-purpose financial statements are certified by the Queensland Audit Office. Council risks political and reputational repercussions should this requirement fail to be met. Therefore, adoption of the report needs to occur before 15 November 2024.

FINANCIAL/RESOURCE IMPLICATIONS

Resources required for the delivery of the Annual Report 2023-2024 are contained within the Strategy Performance Branch operational budget. There are no ongoing financial/resource implications.

COMMUNITY AND OTHER CONSULTATION

The Annual Report 2023-2024 was developed in consultation with relevant Branch Managers and subject matter experts and reviewed by the Executive Leadership Team, Mayor and Councillors.


CONCLUSION

The Annual Report 2023-2024 meets the legislative disclosure requirements through provision of information about Ipswich City Council's activities and its performance throughout the financial year including Ipswich City Council's Audited Financial Statements.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
NON-DISCRETIONARY DECISION
The Recommendation states that Council adopt the Ipswich City Council Annual Report 2023-2024. Council has no ability to act differently/make a different decision because of the <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i> that requires Council to develop and adopt an Annual Report in accordance with the mandated Annual Report Checklist from the Queensland Government. Therefore, while the proposed decision may not be compatible with human rights Council's decision will not be unlawful under the <i>Human Rights Act 2019</i> .

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ipswich City Council Annual Report 2023-2024 ↓ 
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Claudia Novek
SENIOR CORPORATE PLANNING AND PERFORMANCE OFFICER

I concur with the recommendations contained in this report.

Candice Johns
PRINCIPAL OFFICER (STRATEGY PERFORMANCE)

I concur with the recommendations contained in this report.

Haiden Taylor
ACTING MANAGER, STRATEGY AND PERFORMANCE

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



IPSWICH CITY COUNCIL ■ ANNUAL REPORT





ACKNOWLEDGEMENT OF COUNTRY

Ipswich City Council respectfully acknowledges the Traditional Owners of the Ipswich region, the Jagera, Yuggera and Ugarapul People 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 people.



▲ Hardings Paddock

WELCOME

Ipswich City Council delivers a wide range of services to its community, from waste collection, parks and open space, community centres through to libraries. Council looks after over \$4.1 billion worth of infrastructure assets including roads, drains, facilities and open spaces to service the community.

The Annual Report 2023–2024 informs the community about how it has performed over the past financial year, through the delivery of commitments made through the Corporate Plan iFuture 2021–2026 and the Annual Plan and Budget 2023–2024. Council is committed to transparent reporting and accountability to the community by showing how public money is being used to deliver services for the growing community.

The Annual Report fulfils council's responsibilities under the *Local Government Act 2009*, *Local Government Regulation 2012* and other relevant legislation. The financial statements contained have been reviewed by the Queensland Audit Office.

Visit [ipswich.qld.gov.au](https://www.ipswich.qld.gov.au) for more information about council's activities, policies and plans for the future.

Approval date – XX Month 2024 | Publication date – XX Month 2024

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OUR CITY



MAYOR'S MESSAGE



This year has been marked by milestones on significant projects and positive results securing essential funding as a result of council's strong advocacy on behalf of the people of Ipswich.

Our effective advocacy has secured major funding commitments from the State and Federal Governments, positioning Ipswich to advance critical projects like the North Ipswich Sport and Entertainment Precinct. Securing a \$40 million commitment across three levels of government to progress the first stage of this development is a significant achievement for our community.

In addition, we have garnered substantial State and Federal Government funding including \$134.5 million for the Mount Crosby Road Interchange on the Warrego Highway, and \$85 million to fix the Bremer River Bridge. The recent State Budget also brought welcome news with additional funding for enhanced bus services across many of Ipswich's rapidly growing suburbs including Ripley and Springfield.

As we continue to plan for our rapid growth, council has made significant strides this year delivering infrastructure milestones on our local road projects including the Springfield Parkway and Springfield



Greenbank Arterial Road duplication. The Redbank Plains Road expansion, the Ripley Road and Fischer Road upgrades will continue to build the road network we need to keep our city moving.

Council supported many opportunities to bring the community together to enjoy free events like the St Nicholas Precinct at Christmas, that brought more than 48,000 to the city heart. As the Nicholas Street Precinct redevelopment is almost completed, it's been an important driver in bringing civic pride back to the centre of Ipswich.

Our economy has surpassed the \$13 billion mark this year, demonstrating our city's resilience in the face of inflation and rising costs of living. I am confident that we will continue to be the destination of choice for new and emerging businesses, and major national and international companies such as Rheinmetall Defence Australia, L'Oréal Group and Frucor Suntory.

We are also investing in our community with significant commitments to new and expanded sporting facilities, including \$18 million in tripartite funding to upgrade the Redbank Plains Recreation Reserve and Tivoli Sporting Complex. More than \$5 million in new clubhouses and amenities for Jim Donald Parklands and Ironbark Park have now been completed. Council has also worked in partnership with the Queensland Reconstruction Authority to buy-back more than 160 homes in Ipswich, moving families affected by flooding out of harm's way.

Ipswich remains one of the fastest-growing regions in Queensland, and our council is delivering the services and projects needed to meet the demands of our 257,000 residents. By 2046, we will be home to more than 533,000 residents, solidifying our position as South East Queensland's most affordable, attractive place to live, work and play. I eagerly anticipate the next chapter in Ipswich's story as we shape a vibrant and inclusive city that honours its past while embracing new opportunities as we head into the future.

Mayor Teresa Harding
City of Ipswich



CEO'S MESSAGE



The 2023–2024 year was a busy time of delivering and working to improve our core services, across planning and regulatory services, infrastructure and assets, community and cultural services, economic development, sport and recreation, our city's natural environment and sustainability, and most critically, customer service. I am proud of our council team working together and delivering community services and support across our city.

One of council's major deliverables in the past year has been the advancement of Ipswich Plan 2024, the new draft Ipswich Planning Scheme, and the Local Government Infrastructure Plan.

These two major plans will shape the way our city grows over the next 20 years, and it has been wonderful to see this team effort progress following comprehensive community consultation.



In December 2023, our team presented Leveraging 2032: Our Roadmap to the Olympic and Paralympic Games. It sets out 20 legacy outcomes developed through community engagement and the Legacy Working Group, with alignment to council's strategic priorities. Achievements to date include the State Government funding towards new buses improving local connections and funding towards the delivery of the North Ipswich Sport and Entertainment Precinct.

Another key achievement has been council's new on-demand kerbside large items collection. This innovative program was successfully introduced city-wide to reduce waste, encourage recycling and reclamation, and improve community health and safety.

The revitalisation of our city's heart has also achieved some major milestones, including the handover of the Nicholas Street Precinct cinema tenancy to HOYTS for fit-out works. More than 79 per cent of the available retail and commercial leasing space across the Precinct is now leased and opened or on the path to opening, with 18 tenancies remaining for new businesses and traders to move in into our growing city.

Ipswich has embraced the Voluntary Home Buy-Back Program, part of the \$741 million Resilient Home Fund and jointly funded by the Australian and Queensland Governments following the catastrophic 2021–2022 rainfall and flooding events. More than 163 eligible properties have been bought back under the program so far. This enables more than 500,000 square meters of additional green space for the community that will no longer be zoned for homes, helping to future-proof our communities against flooding and natural disasters.

Internally, we have delivered major upgrades to council's systems and processes. We have continued the implementation of our Customer Experience Program focusing on improving processes, tools and systems with positive results, and continued the Effective Asset Management Project, strengthening council's plans, data, internal structures and systems.

I look forward to the year ahead confident that we will continue to deliver quality services, making best use of the vital funds we have been entrusted with and working together with our many important partners and stakeholders towards Ipswich becoming a city of opportunity for all.

Sonia Cooper



ABOUT IPSWICH

Ipswich, which is known traditionally in the Yagara language as Tulumur, has been home to Aboriginal people since before the beginnings of recorded European settlement. Aboriginal peoples owned, had sovereignty over and cultivated the lands, waters, flora and fauna of Ipswich.

Ipswich is the oldest provincial city in Queensland with the youngest population. Home to 256,000 residents with a forecasted doubling of its population, Ipswich is almost halfway to a city of over 535,000 residents. It prides itself on an inclusive, harmonious community, celebrating the rich diversity of cultures.

Delivering a myriad of services across 1,090 square kilometres, from Pine Mountain in the north, to Peak Crossing in the south, Springfield to the east and Rosewood to the west, its offering of cities and towns presents a city of opportunity for all.

Beginning as a mining settlement town in 1843, the Bremer River runs through the city's centre. Ipswich presents a network of connected urban centres and rural townships, positioned in the rapidly expanding western growth corridor of South East Queensland.

With over 7,500 heritage protected places across the city, Ipswich is renowned for its architectural heritage and preservation. With a city centre built on old world charm where symbols of 19th century elegance can still be seen, Ipswich Central is its cultural heart.

Ipswich is experiencing an economic and demographic paradigm shift towards a contemporary, multicultural and innovative city. Home to 82,000 households, almost a third (32.6%) are made up of couples with children, with a median age of 33 years, compared with 38 across Queensland.

The Ipswich region is made up of a uniquely diverse natural environment that is home to over 2,000 native plants and animals, including 46 rare or threatened species of fauna and flora. The natural environment is a drawcard for new residents and visitors alike.

Council maintains more than 11,000 kilometres of waterways, 219 nature reserves and oversees more than 6,646 hectares of conservation estates for its residents and visitors. In all, more than 7,700 hectares of natural areas are owned and/or managed by council.

Council is proud of its city's history, strong sense of community, beautiful inviting spaces and burgeoning industry sectors. Together, we are transforming opportunities into actions to build a city of opportunity for all.





*IPM (current) + LGIP (projected)
**Australian Bureau of Statistics, 33010DO003 Births, Australia, 2022

YOUR COUNCIL

Queensland Local Government elections took place during March 2024, with the Mayor and four Councillors re-elected, three new Councillors and one Councillor returning after previously serving on council. This Annual Report deals with the work of both the current Councillors and Councillors from the previous term, recognising the work of the entire group of Councillors over the 2023-2024 year. We thank the outgoing Councillors Andrew Fechner, Sheila Ireland, Kate Kunzelmann and Russell Milligan for their service to Ipswich City Council and the community.



Item 16.4 / Attachment 1.



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 and has raised three adult children.

Cr Augustine was born in South Africa, immigrating to Australia in 1980 and becoming an Australian citizen in 1984. Workplace inclusivity and diversity are very important to Cr Augustine and is very proud to be the first Ipswich Councillor of African heritage.

Cr Augustine has worked in the sporting sector for more than a decade as a Sports Administrator, starting up clubs like Springfield United and Western Pride Football Clubs. Cr Augustine also has 10 years' experience in the banking sector.

Representing the fastest growing area in Ipswich and being part of collaborative projects that can make a difference to the 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.

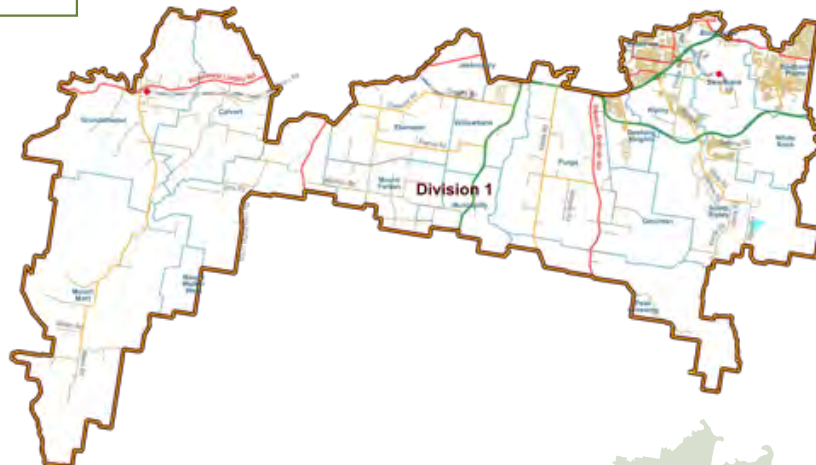
Outside of council, Cr Madsen is an avid sports fan and loves supporting local Ipswich sport.

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 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 of 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.

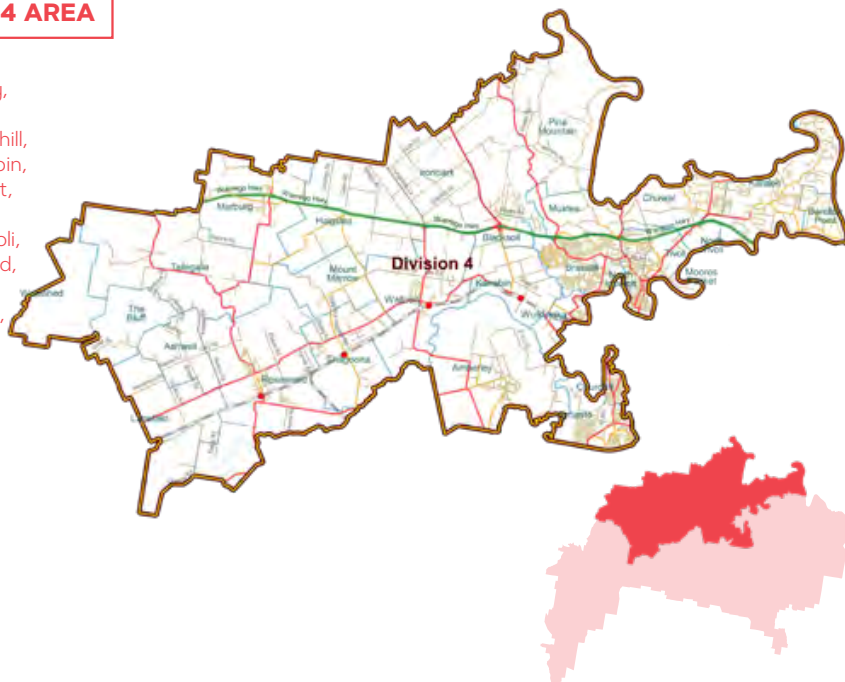
Cr Madden has previously served as a Councillor of the Somerset Regional Council from 2012 to 2015. He was elected to the Queensland Parliament in 2015, serving as Member for Ipswich West until 2024 when he was elected as Division 4 Councillor for the City of Ipswich.

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, Borellan 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)

FORMER COUNCILLORS 2023–2024

Sheila Ireland

Former Division 1 Councillor

Term of office: March 2020 – March 2024

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



Andrew Fechner

Former Division 3 Councillor

Term of office: March 2020 – March 2024

Andrew Fechner was first elected to Ipswich City Council in March 2020 as the youngest councillor in the city's history. Andrew is a business owner who spent the five years prior to his election building two successful hospitality businesses in Ipswich Central, providing local jobs and supporting the local community. During his time with council, Andrew was Chair of the Community, Culture, Arts and Sport Committee and Deputy Chair of the Environment and Sustainability Committee.



Russell Milligan

Former Division 4 Councillor and
Deputy Mayor 2023–2024

Term of office: March 2020 – March 2024

Russell Milligan comes from an extended family of local government elected representatives. Raised on his multigenerational family grazing property, he has a background in matters affecting rural residents. Russell was a Military Police Platoon Commander and immediately prior to being elected was a contractor telecommunications technician performing the network build for the NBN rollout. His community involvement includes SES, Rural Fire Brigade, RSL Sub-Branch, Freemasonry and community fundraising. During his time on council, Russell was Deputy Mayor (2023–2024), Chair of the Environment and Sustainability Committee and Deputy Chair of the Governance and Transparency Committee.



Kate Kunzelmann

Former Division 4 Councillor

Term of office: March 2020 – March 2024

Kate Kunzelmann is a former nurse, nurse manager and education manager and has lived in Ipswich since 1981. She is a graduate of the Australian Institute of Company Directors and holds board experience. Kate is Justice of Peace (Qualified) and a long term member of Zonta and other community groups. During her time on council, Kate was Chair of the Economic Development Committee (July 2023 – March 2024), Deputy Chair of the Community, Culture, Arts and Sport Committee, Chair of the Local Recovery and Resilience Group and Deputy Chair of the Local Disaster Management Group.





▲ School Holiday fun in Tulumur Place

THE ROLE AND FUNCTIONS OF COUNCILS

What is local government?

The *Local Government Act 2009* sets out the purpose and objectives of Ipswich City Council and defines its functions and powers.

Local governments play an important role in supporting the economic, social and environmental wellbeing of their communities through the provision of services. Ipswich City Council service provision falls under five broad categories:



1. Planning for sustainable development

Council plays a role in providing long-term strategic planning for the LGA, as well as in town planning, zoning and subdivisions. In addition, council is responsible for processing most development applications, building site and compliance inspections, and building regulations.



2. Providing and maintaining infrastructure

Ipswich City Council provides and maintains local roads and bridges, public car parks, footpaths, sporting fields, parks, libraries and Ipswich Art Gallery. Council consults with its communities about providing and maintaining these assets.



3. Protecting the environment

Council regularly assesses the state of its local environments, provides environmental programs, and uses its regulatory powers to prevent pollution or restore degraded environments. Activities such as garbage collection and recycling, street cleaning, regulating parking, controlling dogs and cats, and eradicating noxious weeds contribute to protecting the environment.



4. Providing community services and development

Ipswich City Council consults with and assesses the needs of its community, and uses gathered information to inform community development activities. These provide a range of services, including programs for minority groups. Community services include libraries, swimming pools, playground facilities, and sporting grounds and facilities.



5. Safeguarding public health

Council helps maintain high standards of public health and reduces 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.

ORGANISATIONAL STRUCTURE

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

Structure as at 30 June 2024



COUNCIL VALUES AND VISION

Ipswich City Council promotes a workplace culture built on our values of communication, collaboration, integrity, efficiency and leadership. Council teams operate across a range of industries delivering a wide range of services to the community, with one common purpose.

Our Values

- 

COLLABORATION – We work together towards a common purpose and understand every employee plays a role in our success.
- 

COMMUNICATION – We communicate openly and ensure diverse voices are being heard and valued.
- 

INTEGRITY – We have a professional and respectful workplace and are motivated by public rather than private interests. We inspire others to act ethically.
- 

EFFICIENCY – We provide enhanced services to the people of Ipswich and we aim to get it right, first time.
- 

LEADERSHIP – We engage the heads, hearts and hands of our people to achieve our purpose, recognition is part of our every day.

Our Vision




Our Purpose





COUNCIL'S COMMITMENT TO ITS WORKPLACE

The People and Culture Strategy 2021–2026 is a catalyst project of iFuture, continues to guide the work of the People and Culture Branch. The vision of the Strategy is to develop an empowered, connected, resilient workforce, and a culture that supports council to perform at our best for the Ipswich community. Council endorsed revisions to the People and Culture Strategy that see a greater focus on psychological safety, diversity, equity and inclusion.

More information can be found on **page 48** in the performance highlights section.

- 

OBJECTIVE 1
Strengthen our People and Culture services and products to ensure council is a trusted and leading organisation.
- 

OBJECTIVE 2
Improve our employee experience where staff are empowered, connected and supported for exceptional individual and council performance.
- 

OBJECTIVE 3
Foster a safe and accountable workforce that enables employees to be physically and psychologically safe, valued and respected.

COUNCIL'S COMMITMENT TO HUMAN RIGHTS

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

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

Protecting and promoting human rights

Council undertook the following actions during the 2023–2024 financial year to protect and promote human rights:

- delivered customised human rights training in respect of project planning and stakeholder engagement.

Building a culture that respects and promotes human rights

Council undertook the following actions during the 2023–2024 financial year to build a culture that respects and promotes human rights:

- celebrated Queensland Human Rights month and promoted human rights by publishing and displaying communications and materials (including all staff intranet articles, posters and email banners) about the importance of human rights and council's role to play in protecting and upholding them

- provided staff with ongoing and specialised human rights training
- maintained and updated an intranet page for staff with information and resources regarding human rights.

Promoting a dialogue about the nature, meaning, and scope of human rights

Council undertook the following actions during the 2023–2024 financial year to promote a dialogue about the nature, meaning, and scope of human rights:

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

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

- no human right complaints were received during 2023–2024.

Details of any reviews of policies, programs, procedures, practices, or services undertaken in relation to their compatibility with human rights: the following reviews were completed during the 2023–2024 financial year:

- council completed a review of its human rights impact assessment with a proposal of creating a human rights impact assessment precedent library.

COUNCIL'S COMMITMENT TO SUSTAINABILITY

In December 2021, council adopted the Ipswich's Sustainability Strategy 2021–2026, which sets the goal to be a sustainable city. The strategy further defines priority and focus areas to achieve the sustainable city goal and prioritised outcomes of council's Corporate Plan. The United Nations Sustainable Development Goals (SDG) are also embedded in the strategy where council can deliver on the SDG targets.

The Sustainability Strategy sets out actions for climate change whereby council has committed to a 50 per cent carbon emission reduction target by 2026 for council's operations. This financial year, council delivered several projects contributing to reducing council's organisational emissions and contributing to the emissions reduction target.

With council planning to enter into a Power Purchase Agreement (PPA) in 2024–2025 financial year to purchase renewable energy for electricity consumption, the carbon emissions target is expected to be reached sooner than anticipated.

View: More information on council's Sustainability Strategy





YEAR IN REVIEW



▲ Ipswich City Council's Small Business Street Patio program

IPSWICH IN NUMBERS

2023-2024

59 performances delivered at Studio 188 and Fire Station 101 totalling **2,366** tickets



233 productions delivered at Ipswich Civic Centre totalling **52,073** tickets



1,587 events delivered across council venues (Ipswich Civic Centre, NIRCC, Studio 188, Fire Station 101, Tulumur Place and 1 Nicholas Street)



12,130 average contact centre calls per month*



7,084 average customer emails received per month*

*These averages are calculated from March-June 2023

11,140 vaccinations delivered through the school immunisations program



2,781 vaccinations delivered through community clinics

219 nature reserves maintained

106,791 free plants provided through the council nursery's free plant program



82,001 festival attendees

1,738 visitor night generated

15,319 outside of region visitors

316 artists engaged (198 local to Ipswich)



10,211 festival attendees
50+ events
120 sessions



48,081 attendees



3,476 contributions to Shape Your Ipswich



55,849 active annual library members



685,221 attendees at Ipswich City Aquatic Centres

 **1,812**
Environmental Health inspections

 **47**
entertainment event licences and permits lodged/determined

 **65**
parking permits


153,556
waste wheelie bins collected each week




 **381,942**
rates notices issued

 **1,713**
illegal dumping incidents reported to council

1,148
development applications lodged
17.1% ↓ 2022-2023

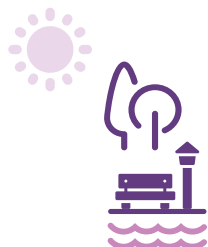
1,094 
development applications determined
18.4% ↓ 2022-2023

Building works applications: 
195 lodged
170 determined

Plumbing applications:
3,025 lodged
3,083 determined

Inspections:
11,457 plumbing
640 building
1,812 environment

 **6.72ha**
additional local parks maintained by council



89,000
social media followers

3,064m²
Colour threshold treatment

108
Material Change of Use Applications Lodged (including ADP and PDA)

217
Material Change of Use Applications Determined

\$100m in capital expenditure

 **129**
capital works projects*

*Delivered by the Asset and Infrastructure Services Department



4.58km
new and upgraded roads

17.95km
sealed road reconstruction

98.14km
gravel road reconstruction



3.6km
new and upgraded pathways

OUR WORKFORCE

Council employs close to 1,500 dedicated administrative, technical, operational and professional employees delivering a diverse range of services on behalf of the City of Ipswich.

The following is a summary of the council workforce as at 30 June 2024.



STAFF AGE PROFILES

15-24	6.29%
25-34	17.06%
35-44	30.70%
45-54	25.82%
55-64	17.66%
65+	2.47%

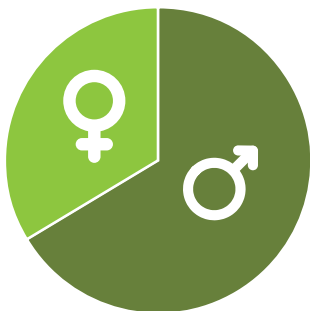


STAFF GENDER COMPARISON

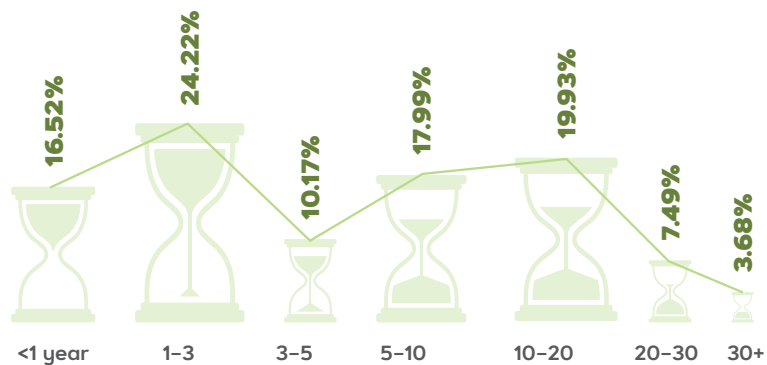
Female	Male
47.49%	52.51%



Women in Senior Leadership
33.72%



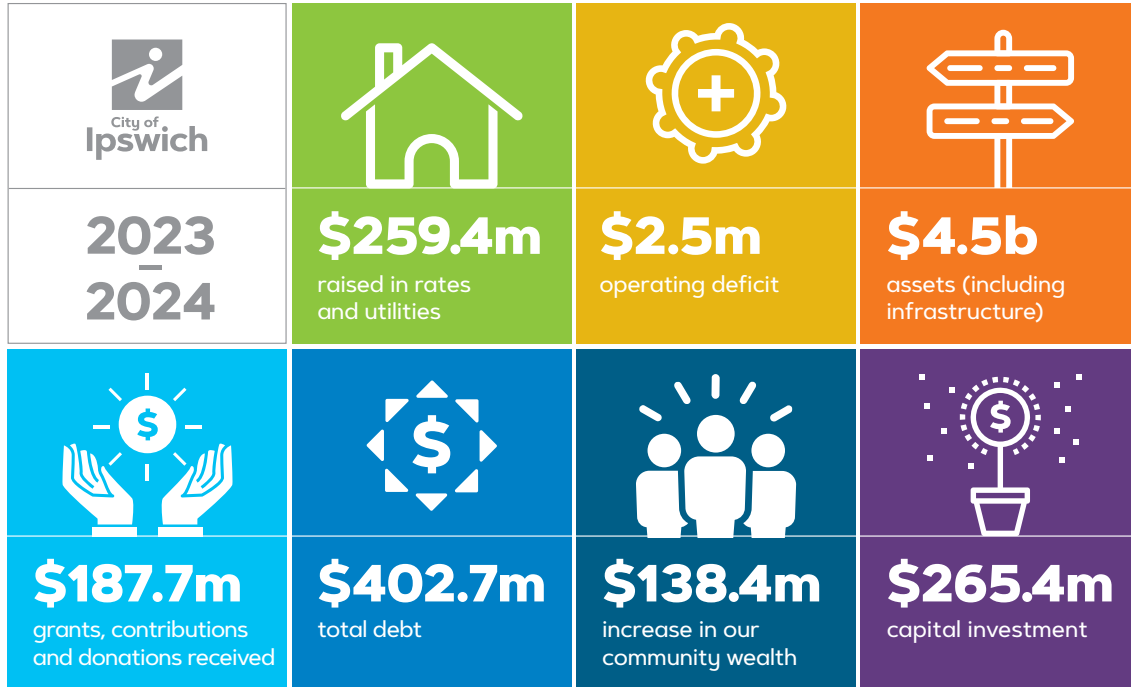
YEARS OF SERVICE



EMPLOYEE TYPES



COMMUNITY FINANCIAL REPORT



The Community Financial Report as required by Section 184 of the *Local Government Regulations 2012*, provides an explanation of the audited financial statements for the year as set out here. Council has maintained a financial management strategy over the last five financial years of prudent increases in operational expenses, limited FTE growth and an appropriate borrowing program. Services have continued to be delivered and the capital program expanded while achieving these aims through improved processes and innovative service delivery mechanisms. This strategy has council well placed to manage a growing city. Council is continuing with this strategy over the coming financial year which is consistent with the long-term financial forecast presented in the 2024–2025 Annual Plan.

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

Summary of Financial Statements for 2023–2024

Council completed the financial year with a net surplus of \$138.4 million including capital revenue. Capital revenue includes the value of developer constructed local roads, parks and drainage pipes which are donated to council as a condition of the development, to operate and maintain. Capital revenue also includes cash contributions from developers towards shared infrastructure servicing these new developments.

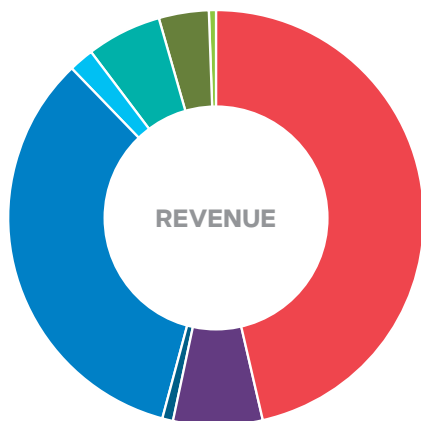
Council received a greater amount of operating revenue than the prior year which resulted from population growth in the Ipswich region and from the increase in rates and fees levied. In addition, council received a greater profit distribution from Urban Utilities, however,

this was partially offset by council not receiving an advance payment of the Financial Assistance Grant in 2023–2024. The increase in operating revenue was offset by the increase in operating expenditure which was primarily a result of increases in employee expenses, inflationary increases in the cost of goods and services as well as increased depreciation expense.

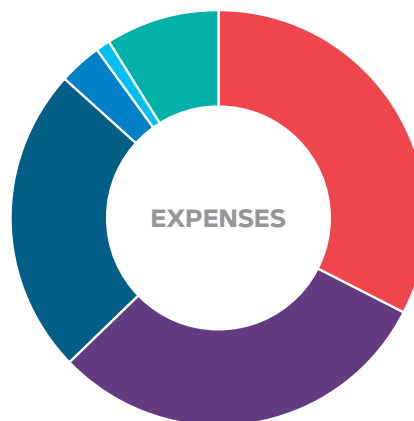
During the year council continued the redevelopment of the CBD and it is reflected in the increase of council’s investment properties during the year to \$45.2 million.

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

	2023–2024	2022–2023	% CHANGE
	\$'000	\$'000	
Revenue (inc. capital revenue)	558,961	539,562	3.6%
Expense	420,554	386,615	8.8%
Net Result	138,407	152,947	-9.5%
Less: Net Capital Revenue/Expense	137,626	140,395	-2.0%
Less: Revaluation Increase/Decrease	3,257	289	1027.0%
Net Operating Surplus	2,476	12,263	120.2%
Net Operating Surplus %	-0.66%	3.46%	



Type of revenue	Totals (\$'000)
■ Rates, levies and charges	259,403
■ Fees and charges	39,426
■ Sales revenue	4,262
■ Grants and contributions	187,662
■ Interest and investment revenue	12,083
■ Profit from investment in associates	32,498
■ Other revenue	20,810
■ Capital income	2,817
Grand Total	558,961



Type of expense	Totals (\$'000)
■ Employee expenses	137,718
■ Materials and services	126,468
■ Depreciation and amortisation	101,049
■ Finance costs	13,353
■ Grant expense	5,035
■ Capital expenses	36,931
Grand Total	420,554

Revenue

Where did the money come from?

Council received \$559 million in revenue. The largest contributor was rates and utility charges of \$259.4 million (after discount and concession). Rates and utility charges increased as a result of rate increases and growth in the Ipswich region.

Council's share of profit from Urban Utilities increased by \$7.5 million to \$32.5m as a result of higher developer cash contributions and developer donated assets received in 2023-2024. Interest revenue increased by \$2.6 million to \$12.1 million due to higher interest rates.

Fees and charges revenue increased by \$1.1 million to \$39.4 million which can be attributed to increased traffic and regulatory parking fees, and waste disposal fees.

Grant revenue increased by \$23.6 million to \$87.1 million due to funding received for flood recovery activities, including the Voluntary Home Buy Back program, and the Springfield Road Upgrade Project. This was partially offset by no advance payment of the Financial Assistance Grant being received in 2023-2024.

Increased revenue was offset by reduced donated and contributed asset revenue by \$39.7 million to \$100.5 million mainly due to the contribution of the Brighton Homes Arena Stadium at Springfield of \$43 million in 2022-2023.

Expenses

Where was the money spent?

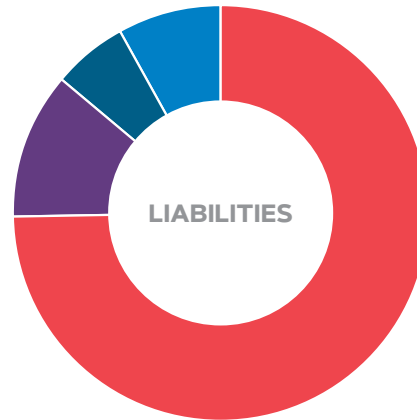
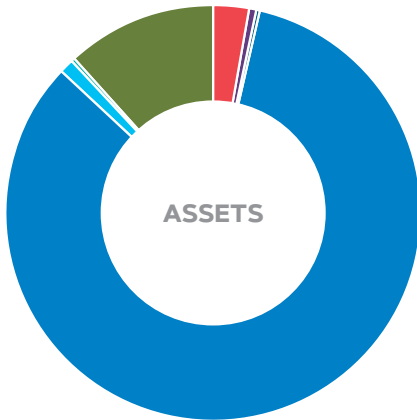
Council's expenditure was \$420.6 million for the financial year.

Employee expenses (detailed in Note 6) increased by \$10.2 million. This was mainly due to the 3.5% administrative wages increase and an increase in full-time equivalents to support council's growth.

Materials and services increased by \$7.9 million due to inflationary increases in the cost of goods and services, increased fleet maintenance and mowing costs, and election costs.

Depreciation increased by \$16 million due to the asset revaluation increments recorded as at 30 June 2023, and depreciation from constructed and donated assets.

Finance costs increased by \$1.8 million reflecting additional interest as a result of new loans drawn down in June 2023.



Type of assets	Totals (\$'000)
■ Cash and cash equivalents	126,826
■ Receivables	29,595
■ Other assets	11,864
■ Property, plant and equipment	3,797,553
■ Assets held for sale and investment properties	45,150
■ Intangible assets	8,198
■ Investments	528,406
Grand Total	4,547,592

Type of liabilities	Totals (\$'000)
■ Borrowings	402,676
■ Payables	61,466
■ Provisions	31,994
■ Other liabilities	42,469
Grand Total	538,605

Assets

What do we own?

As at the 30 June 2024, council held \$4.5 billion in assets, \$254.5 million more than the previous year.

Property, plant and equipment increased by \$265.4 million to \$3.8 billion mainly due to asset additions of \$163.8 million and donated assets of \$82.5 million. This was offset by depreciation expense of \$97.4 million.

Cash and cash equivalents increased by \$27.8 million to \$126.8 million. The balance includes funding for the Voluntary Home Buy Back program and the advance payment of the State Government waste levy.

Investment properties increased by \$12.5 million to \$45.2 million mainly due to capital expenditure on CBD investment properties.

Investments includes council's interest in Urban Utilities of \$472.3 million which increased by \$17.8 million in the current financial year.

Investments decreased by \$63 million to \$56 million which reflects the timing of investments entered into.

Liabilities

What do we owe?

As at the 30 June 2024, council had \$538.6 million in liabilities which is an increase of \$25.7 million when compared to the previous year.

Borrowings increased by \$19.3 million to \$402.7 million which reflects new borrowings within the period, partially offset by the regular repayments of borrowings.

Payables increased by \$15.3 million to \$61.5 million which is due to the timing of invoices received compared to the prior year.

Other liabilities decreased by \$11.4 million to \$42.5 million due to a reduction in contract liabilities and the drawdown of the waste levy advanced payment.

Community Equity

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

Ipswich's community equity (its net worth) as at the 30 June 2024 was \$4.0 billion which is \$228.7 million more than the previous year. Retained surplus increased by \$138.4 million to \$3.0 billion and the asset revaluation surplus increased by \$90.4 million to \$997.7 million.

Ipswich's community equity is presented in two parts.

	2023-2024	2022-2023	% CHANGE
	\$'000	\$'000	
Asset Revaluation Surplus	997,664	907,305	10.0%
Retained Surplus	3,011,323	2,872,940	4.8%
Total Community Equity	4,008,987	3,780,245	6.1%

Financial Ratios

The financial ratios are prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. For 2023-2024 council's performance against key financial ratios were still within target for all ratios, with the exception of the operating surplus ratio. While the operating surplus ratio was outside the target for 2023-2024, the five year average operating surplus is within the target range.

SUSTAINABILITY RATIO	OBJECTIVE OF MEASUREMENT	HOW THE MEASURE IS CALCULATED	ACTUAL RESULT		
			2024	2020-2024	TARGET
Unrestricted cash expense coverage ratio	Is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.	Total cash and equivalents add current investments add available ongoing Queensland Treasury Corporation (QTC) working capital limit less externally restricted cash divided by total operating expenditure less depreciation and amortisation less finance costs	7.2 months	N/A	> 2 months
Operating surplus ratio	Is an indicator of the extent to which operating revenues generated cover operational expenses only or are available for capital funding or other purposes.	Operating result divided by total operating revenue	(0.66)%	180%	> 0%
Operating cash ratio	Is an indicator of council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.	Operating result add depreciation and amortisation add finance costs divided by total operating revenue	29.44%	30.30%	> 0%
Asset sustainability ratio	Is an approximation of the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.	Capital expenditure on the replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	62.92%	69.21%	> 60%
Asset consumption ratio	Is an approximation of the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	Written down replacement cost of depreciable infrastructure assets divided by current replacement cost of depreciable infrastructure assets	70.87%	70.51%	> 60%
Leverage ratio	Is an indicator of council's ability to repay its existing debt. It measures the relative size of council's debt to its operating performance.	Book value of debt divided by total operating revenue less total operating expenditure add depreciation and amortisation	3.7 times	3.8 times	0-4 times

INVOLVING OUR COMMUNITY

Council is committed to meaningful engagement with the community on issues affecting this community. We believe that engagement with the community leads to council making better-informed decisions.

Shape Your Ipswich

Shape Your Ipswich is councils' online community engagement platform. It showcases council's key community engagement initiatives providing the community with an online space to stay informed, join discussions and shape projects that matter.

Over 2023–2024, an additional 757 members registered to Shape Your Ipswich, totalling 5,571 members. They were provided access to over 26 new engagements and project updates for over 31 past engagements. The projects had 3,476 contributions, with 89,974 unique visitors to the Shape your Ipswich site and 186,302 page views of the site over the year.

In addition to online engagement, several in person events were coordinated to provide opportunities for the community to be further engaged through informing or consultation, through pop up events and community meetings.

Registration on the platform includes providing some personal and demographic information. This allows

council to understand how the initiatives have been represented demographically and enables council to further target engagement with under-represented groups. This achieves a broader range of voices to be heard and strengthens the quality of decision-making.

Community Panels

Council also engages with the community on shaping the future of Ipswich through the Community Panel. The panel is a modern form of community engagement offering greater flexibility where members can opt-in or out of engagement opportunities as they like.

The first Community Panel meeting was held in April 2022. It has grown to 199 members since starting and gained 55 new members over the year. When signing up to the panel, members identify categories which they are interested in receiving information on. There are currently 15 categories of interest. Three community panel consultations were held in 2023–2024. The limited sessions this year were due to Local Government Elections taking place and council being in caretaker for a number of months.

Engagement Highlight: Colleges Crossing Recreation Reserve

Colleges Crossing Recreation Reserve on the Brisbane River at Chuwar is a special community place and remains culturally significant for the region's Traditional Owners and First Nations communities. In February and May 2022, the reserve was significantly damaged by flooding. In response, council initiated a concept design aimed at restoring the reserve with improved flooding resilience.

To align the restoration with community needs and expectations, council engaged with community through Shape Your Ipswich and facilitated six community pop-up sessions for direct engagement. Deeper engagement with the Traditional Owners and wider Aboriginal and Torres Strait Islander communities ensured cultural connections and practices were upheld. With over 800 participants, including 38 Aboriginal and Torres Strait Islander individuals, this was the highest recorded engagement through Shape Your Ipswich.

The final design, enriched through engagement, reflects the community's vision and cultural significance and connections including Totem landscape features and artwork on sandstone blocks.

▼ Colleges Crossing Recreation Reserve concept design – artist impression



ADVOCATING FOR OUR COMMUNITY

There are many issues and service gaps affecting our community that we can't solve on our own. Council is actively advocating to other levels of government to fund and support council's advocacy priorities, known as regionally significant projects. In 2023–2024, the following progress was made:



Ipswich to Springfield Central Public Transport Corridor (I2S)

Included on Infrastructure Australia's Infrastructure Priority List, as an Early-Stage proposal, the I2S is a designated public transport corridor through Ripley and Redbank Plains. Following a subsequent tripartite commitment, an Options Analysis (Stage 2 Business Case) is currently in development. This will inform the detailed business case for this public transport corridor between Ipswich and Springfield. Council continues to advocate for project delivery funding in the outer years of the forward estimates.



Cunningham Highway (Yamanto to Ebenezer Creek upgrades)

This major national highway is the backbone to Ipswich's transport network, servicing the RAAF Base Amberley and Ipswich's growth corridor, the Ripley Valley Priority Development Area. The Federal Budget has committed \$1.5 million towards safety upgrades, while the Federal Budget committed \$46.4 million to reconstruct the Cunningham Highway at Cunninghams Gap.



North Ipswich Sport and Entertainment Precinct - Stage 1 Western Grandstand

A national-standard sport and entertainment precinct anchored around a boutique rectangular stadium will revolutionise access to sporting and entertainment content in Ipswich. The Federal Government's \$20 million commitment has been further supported with an additional \$10 million secured from the State Government. The state's investment was the final step needed to unlock \$10 million of funding from council. This \$40 million tripartite commitment will deliver a new western grandstand and lightening as part of the first stage.



Roads of Strategic Importance (Critical and Enabling Infrastructure)

Key roads in Ipswich and surrounding areas are set for significant upgrades, with Federal and State Budgets committing funds. The Federal Budget made a \$134.5 million commitment to deliver upgrades at the Mount Crosby Road Interchange and a \$42.5 million commitment to strengthen the westbound Bremer River Bridge on the Warrego Highway at Karalee. The State Budget has committed a \$25 million spend towards strengthening the Bremer River Bridge on the Warrego.



A Better Bus Network for Ipswich

In late 2022, council launched a campaign to improve the city's bus network, elevating it to a regionally significant project. The State Government has allocated \$36 million in the 2024–2025 Budget to introduce and extend bus services to rapidly developing areas like Redbank Plains, Collingwood Park and Deebling Heights. This investment is vital for the eastern growth corridor, where 70% of the population resides, ensuring Ipswich remains a well-connected city.



ABOUT THE CORPORATE PLAN

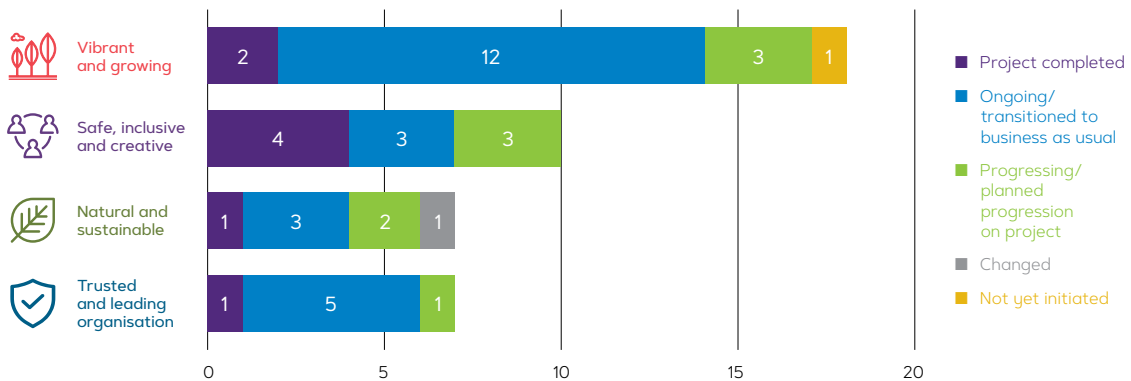
iFuture sets out the long-term vision and goals for our city and outlines the strategic priorities over the five-year term. The Corporate Plan 2021–2026 has been divided into four themes which align with the community’s vision for 2041:



Each theme includes a 20 year vision statement and outcomes, with a set of identified catalyst projects. The outcomes align with the community’s long-term aspirations and set the priorities for the five-year period.

There are 42 catalyst projects listed for completion over the five-year period. As of 30 June 2024, eight have been completed, 10 are progressing as multiyear projects, 22 projects are ongoing and have transitioned to business as usual through internal process improvements, one project has been incorporated into another for delivery and one has not yet been initiated. More detail on each of these catalyst projects can be found from page 39.

iFuture also includes measures for each theme. For more information on these measures and the associated data, please visit the [Governance and Transparency Hub page](#).



OUR PERFORMANCE

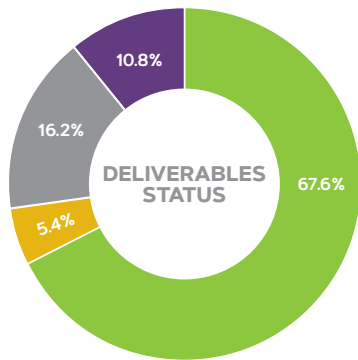
Reporting on the Annual Plan

The Annual Plan’s 2023–2024 Operational Plan includes 37 deliverables (major projects, services or programs), referred to as catalyst projects or operational deliverables. These deliverables are categorised under four themes that contribute to realising the community’s vision for Ipswich by 2041.

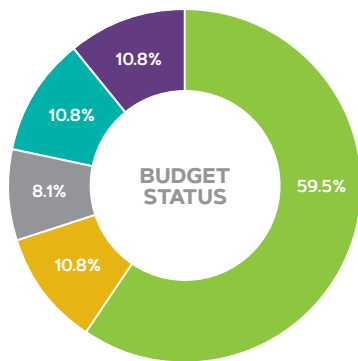
Council further measures its performance through the implementation of the outcomes of the Corporate Plan and through its core business service measures and activities including the Living in Place community survey.

The Living in Place survey was conducted with 1,202 residents via Informed Decisions proven social media advertising approach. Living in Place provides council with an evidence base through its research of the communities’ values, experiences and needs. The data will further inform and advance the liveability of our local areas through strategic planning and advocacy.

The status of the deliverables as at 30 June 2024 can be found from [pages 35-50](#). For the full Quarter 4 report on the Annual Plan, please visit council’s [Annual Plan website page](#).



DELIVERABLES STATUS		No.
ON TRACK - CONTINUING	🟢	25
NEEDS ATTENTION	🟡	2
OTHER	⚪	6
COMPLETE	🟣	4
TOTAL		37



BUDGET STATUS		No.
ON TRACK	🟢	22
UNDER	⬇️	3
OVER	⬆️	1
OTHER	⚪	3
NO BUDGET ALLOCATED	🟢	4
COMPLETE	🟣	4
TOTAL		37

DELIVERABLE STATUS LEGEND	
ON TRACK - CONTINUING 🟢	This status represents activity which is delivering as planned as a multiyear project through operational plan deliverables, core service activities, corporate projects or an item in the capital works program.
NEEDS ATTENTION 🟡	This status represents activity which is no longer delivering as scheduled however is not yet At Risk.
OTHER* ⚪	This status represents activity which is outside the standard status indicators. Reasons for use of this status include items that are amended, discontinued, deferred, or may have no available reporting.
COMPLETE 🟣	This status represents activity which has been completed and has achieved the targeted outcome.

BUDGET STATUS LEGEND	
ON TRACK 🟢	This status represents budget activity that is delivering as planned.
UNDER ⬇️	This status represents budget activity that is delivering under planned budget allocation.
OVER ⬆️	This status represents budget activity that is delivering over 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.
COMPLETE 🟣	Project is complete.

The following pages provide a report of council's performance through its catalyst and operational projects, and activities undertaken throughout 2023-2024, against each theme of the Corporate Plan. Catalyst projects (*) identify deliverables within the larger catalyst projects as set out in iFuture. Operational projects are yearly deliverables aligned to outcomes in iFuture and to the services we deliver to meet community needs.

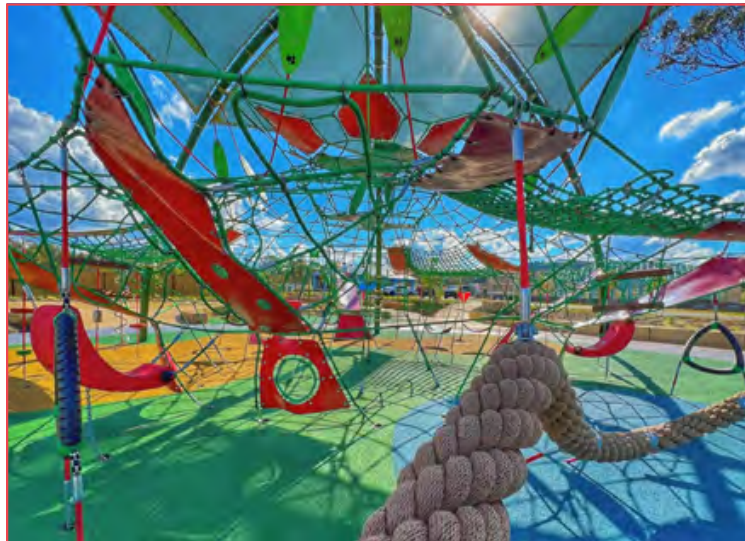


VIBRANT AND GROWING

PERFORMANCE HIGHLIGHTS 2023-2024

Ipswich Plan 2024

Council's new planning scheme, Ipswich Plan 2024, is designed to guide the city's development over the next 20 years. Shaped by community feedback, over 500 formal submissions were lodged and almost 100,000 residents engaged via Shape Your Ipswich and Facebook. The revised draft Ipswich Plan 2024 is with the Minister for Housing, Local Government and Planning for final review and approval.



Playgrounds and Playspaces

Playgrounds throughout Ipswich are being refreshed and renewed to cater for its vibrant and growing city. Recent upgrades include a new five bay swing in Ipswich's most iconic park, Queens Park and a golf themed playground in Rosewood, aptly named Pace Park, which features Australia's first shaded six-meter climbing dome.

Leveraging 2032: Our Roadmap to the Olympic and Paralympic Games

In December 2023, Ipswich City Council presented Leveraging 2032: Our Roadmap to the Olympic and Paralympic Games. It sets out 20 legacy outcomes developed through community engagement and the Legacy Working Group, with alignment to councils' strategic priorities. Achievements to date include the State Government funding towards new buses improving local connections and funding towards the delivery of the North Ipswich Sport and Entertainment Precinct.



Nicholas Street Precinct

Nicholas Street Precinct is the largest transformation of Ipswich’s city heart in three decades. The Precinct continues to gain momentum, emerging as a dining, cultural and entertainment destination for over 1.2 million visitors annually. The precinct’s development is nearing completion with HOYTS Cinemas and General Public set to open soon, along with the newly renovated Hotel Commonwealth.



Ipswich Central Revitalisation and Small Business Friendly

It starts with a shared vision, Ipswich Central is the Cultural Hub and Beating Heart of the Ipswich community. It aims to be a cultural destination that is green and connected with streets alive with activity.

As a Small Business Friendly Council, it is committed to enhancing the operating environment for small businesses to grow, connect and build their capabilities, supported through two new place-based programs, Made You Look and Frame the Front Door.

Ipswich City Council won the 2024 Small Business Friendly Innovator of the Year award, Creating Places for People, which included Queensland’s first Street Patio program, hosted across four locations over twelve months to support small business and stimulate foot traffic in Ipswich Central.



VIBRANT AND GROWING

OPERATIONAL PLAN DELIVERABLES

The Vibrant and Growing theme has 13 deliverables (catalyst and operational) listed for completion over the five-year period. As of 30 June 2024, one has been completed, nine are on track – continuing as multiyear projects, and three are other which are outside the standard status indicators.

PROJECT TYPE	DELIVERABLE	PROJECT STATUS	BUDGET STATUS
Catalyst	Finalisation and adoption of the new Ipswich Plan 2024 and Local Government Infrastructure Plan (LGIP)	🟢	🟡⬇️
Operational	Continue a major review of iGO Transport Plan	🟢	🟢
Operational	Development of an Open Space Implementation Program	⚪	🟢
Catalyst	Redevelopment of Nicholas Street Precinct	⚪	🟢
Operational	Development of a Stormwater Management Strategy	⚪	🟡
Operational	Implementation of the Ipswich Economic Development Strategy	🟢	🟢
Catalyst	Implementation of the Active Ipswich Strategy	🟢	🟢
Catalyst	Implementation of the Ipswich Central Revitalisation Program*	🟢	🟢
Catalyst	Implementation of the Ipswich 2032 Olympic and Paralympic Games Legacy Roadmap*	🟢	🟢
Operational	SEQ City Deal: Implementation of the SEQ Liveability Fund	🟢	⚪
Operational	SEQ City Deal: Ipswich to Springfield Central Public Transport Corridor Options Analysis	🟢	🟢
Operational	North Ipswich Sport and Entertainment Precinct (Stage 1 technical design and investment logic mapping)	🟢	🟢
Operational	Implementation of a dedicated team for Ripley Valley Priority Development Area development applications	🟣	🟣

DELIVERABLES STATUS KEY	🟢 ON TRACK 🟢 ON TRACK - CONTINUING 🟡 NEEDS ATTENTION ⚪ OTHER* 🟣 COMPLETE
BUDGET STATUS KEY	🟢 ON TRACK 🟡 UNDER 🟡 OVER ⚪ OTHER* 🟡 NO BUDGET ALLOCATED 🟣 PROJECT COMPLETE

CATALYST PROJECTS

The Vibrant and Growing theme has 18 catalyst projects listed for completion over the five-year period. As of 30 June 2024, two have been completed and four are progressing as multiyear projects, 11 catalyst projects are ongoing and one has not yet been initiated.

IFUTURE CORPORATE PLAN CATALYST PROJECT	STATUS	PROGRESS	EXPECTED COMPLETION				
			2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Nicholas Street Precinct retail and council Administration Building development and opening	■	95%	■	■	■	■	■
Ipswich Central Revitalisation Program for significant investment attraction, business, job and activation growth	■	Ongoing	■	■	■	■	■
Ripley Valley Growth Strategy for council to have a coordinated and multipronged approach to managing the growth and support for Ripley Valley and its community	■	40%	■	■	■	■	■
Active Ipswich Strategy and implementation plan to increase access and opportunity for participation in sport, recreation, physical activity and nature based recreation	■	100%	■	■	■	■	■
Small Business Friendly Council implementation	■	Ongoing	■	■	■	■	■
New Planning Scheme and Local Government Infrastructure Plan	■	90%	■	■	■	■	■
Partner with the Brisbane Lions for the construction of the Brisbane Lions Centre and Training Facility at Springfield	■	100%	■	■	■	■	■
An urban design framework to guide our place making and liveability outcomes and that complements our new planning scheme, strategies, policies and plans	■	0%	■	■	■	■	■
Major road upgrades for Redbank Plains and Springfield in response to growth	■	75%	■	■	■	■	■
2032 Olympic and Paralympic Games advocacy	■	Ongoing	■	■	■	■	■
Advocacy to State and/or Federal Government for the following city shaping initiatives:							
▪ Ipswich to Springfield Central Public Transport Corridor options analysis and business case	■	Ongoing	■	■	■	■	■
▪ Cunningham Highway (Yamanto to Ebenezer Creek upgrades)	■	Ongoing	■	■	■	■	■
▪ Ipswich Central Second River Crossing detailed business case	■	Ongoing	■	■	■	■	■
▪ North Ipswich Sport and Entertainment Precinct detailed business case	■	Ongoing	■	■	■	■	■
▪ Waste and recycling reform and circular economy – comprehensive sector review and reform	■	39%	■	■	■	■	■
▪ Ebenezer Regional Industrial Area – investment in catalytic infrastructure, inland rail and an intermodal terminal for Ipswich	■	Ongoing	■	■	■	■	■
▪ Roads of Strategic Importance – Investment in shovel ready projects that improve road efficiency, capacity and safety (for example the Mount Crosby Interchange)	■	Ongoing	■	■	■	■	■
▪ A plan for better social services, regional job creation and skills and industry development to support our growing city	■	Ongoing	■	■	■	■	■

**DELIVERABLES
STATUS KEY**

■ PROJECT COMPLETED ■ ONGOING/TRANSITIONED TO BUSINESS AS USUAL
■ PROGRESSING/PLANNED PROGRESSION ON PROJECT ■ CHANGED ■ NOT YET INITIATED

