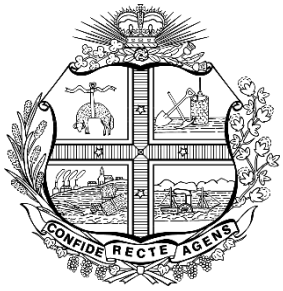

City of Ipswich

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Open Space Maintenance Action Plan

Background

- In 2024, a comprehensive review of Open Space operations was conducted, identifying opportunities for improvement and enhanced service delivery.
- A critical finding of the review was that the current workforce is insufficient in meeting minimum required current service standards.
- Existing service maintenance standards were most recently shared with key stakeholders in April 2025.
- The Open Space Maintenance Action Plan has been developed to address the gap:
  - Productivity lift delivered through operational efficiencies
  - Increase in workforce capacity delivered through internal and contractor resources
  - Services alignment to meet investment outcomes
- As part of the 2025-26 budget process, funding has been identified for an additional 13 FTEs. Based on current program requirements and once additional resources are recruited, the equivalent of a 29 FGTE shortfall will remain if efficiencies are not obtained.

ACTION PLAN PRINCIPLES

Customer Centricity

- Maintenance standards reflect their value to residents and visitors.
- Transparency on services levels and performance.
- Prioritise responsiveness to community feedback and service requests.

Reliability and Quality

- Establish clear service levels and performance benchmarks.
- Implement quality assurance processes.
- Reduce service level variability across different locations and seasons.

Optimise Workforce Capacity

- Reduce unproductive time through planning and scheduling.
- Implement 'single visit resolution' mode (feasible).
- Align staff and skills with seasonal and geographic demand.

Process Simplification and Automation

- Redesign workflows to eliminate duplication and manual handling.
- Leverage digital platforms – scheduling, dispatch, performance tracking.
- Enable data capture and reporting.

People, Leadership, Culture and Accountability

- Clarity roles, responsibilities and expectations.
- Build leadership capability to support improvement and innovation.
- Ownership and accountable for service outcomes.

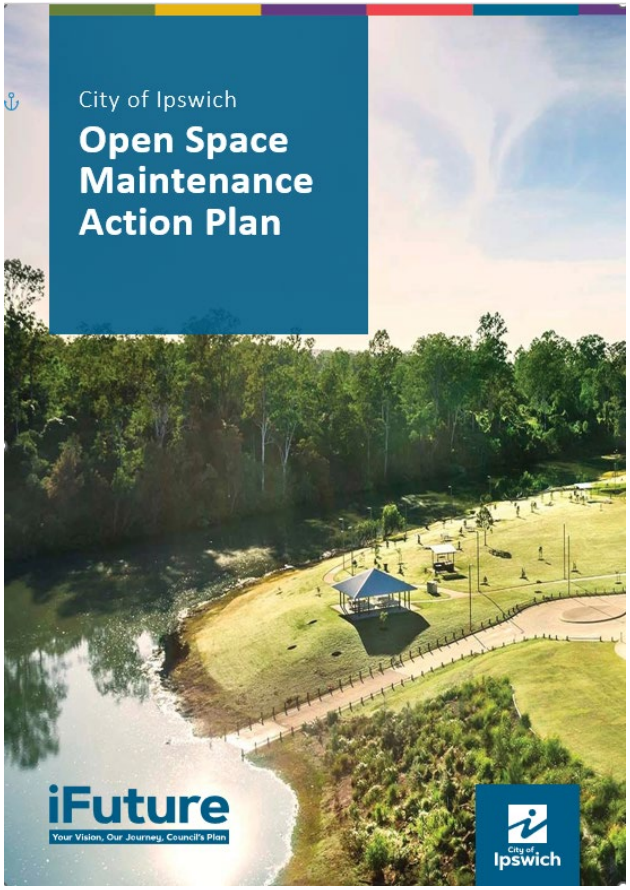
Continuous Improvement

- Use data and feedback.
- Pilot and scale new approach based on evidence and success.
- Routine review and refinement of service models.

ACTION PLAN SUMMARY

Key indicatives identified through the Open Space Maintenance Action Plan

#	Initiative	Priority
1	Enhance In-Field Supervision	Short Term
2	Optimise Pre-start Procedures	Short Term
3	Strengthen 'Flying Crew' Capabilities	Short Term
4	Fit-for-purpose fleet and equipment (plan)	Medium Term
5	Implement Asset Works Management	Medium Term
6	Centralise Scheduling and Dispatch	Medium Term
7	Optimise Contract Arrangements	Short Term
8	Review Maintenance Standards	Medium Term
9	Develop Comprehensive Performance Frameworks	Medium Term



ACTION PLAN INITIATIVE DETAIL

1. Enhance In-Field Supervision

Increased administration duties and protracted processes impacted the in-field presence for Supervisors.

- Review of administrative tasks was undertaken in consultation with Officers.
- Where able, administration tasks were redistributed to office-based staff
- Leveraged mobile capabilities to enable Supervisors to manage remaining administration duties in the field.

Benefits realised

- Shifted from 60% to 95% in-field presence.

Next Steps

Further review of Supervisory job design/ roles and responsibilities will occur as part of the following activities:

a) AWM and Centralised Scheduling initiatives (Actions 5 and 6)

b) Delivery of revised workforce plan with focus on technical and leadership capabilities (detailed in the Works and Field Services 2025-26 Business Plan).

Status: Complete

ACTION PLAN INITIATIVE DETAIL

2. Optimise Pre-start Procedures

Improve process efficiency whilst ensuring safe work systems remain effective.

a) Pre-start Zone Grids

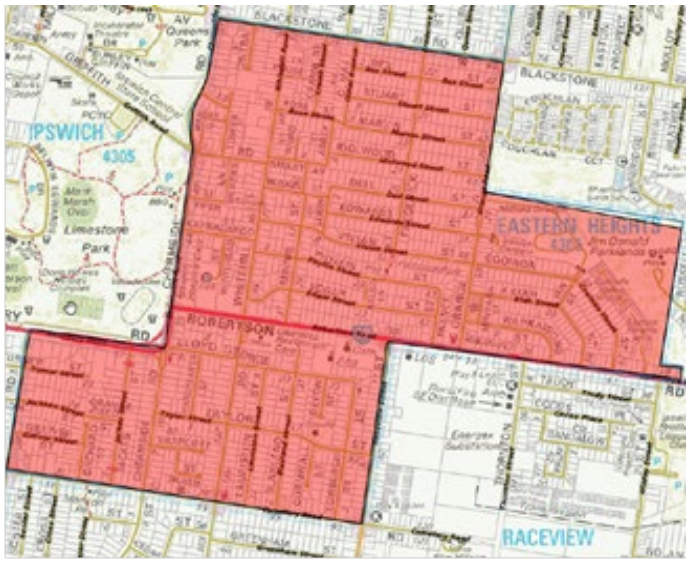
- Prior to all field works, Officers must complete a pre-start to identify and control hazards.
- Traditionally completed prior to every job. Estimated completion time 10 minutes per job.
- A grid approach has been trialled.
- All hazards and treatments pre-identified with a geographic footprint.
- Officers are aware of hazards and treatments in advance.
- Only required to update the pre-start if a new hazards is identified.

Benefits realised

- Clearly identified hazards and controls
- Reduced administration burden
- Increased efficiency application of traffic management – only Worker Symbolic signs required

Next Steps

- Zone grids for full implementation being finalised
- Full implementation target July 2025



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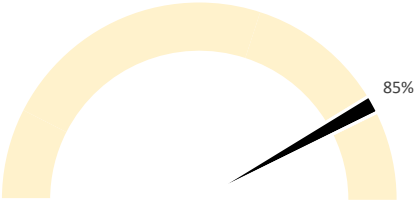


ACTION PLAN INITIATIVE DETAIL

2. Optimise Pre-start Procedures Continued…

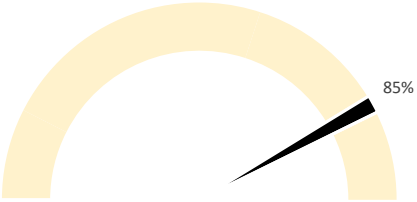
Deliver efficient traffic management outcomes through the appropriate application of traffic management clauses

b) Tractor Rolling Signage Plan

- Review relevant traffic management legislation and how it applies to Part 5 – Short-Term, Low-Impact Works – Large Plant.
- When performing roadside mowing with tractors, crews usually need to set up warning signs on both sides of the road. The inefficiency is driving to set up signs before starting the works.
- In instances where roads are wider than 6 meters, only one double-sided sign is required.
- A simplified signage process is being trialled:
    - A double-sided sign is placed 2 km ahead of the work site.
    - The tractor operator moves through the site, only needing to shift the sign from one side of the road to the other, depending on where they are working.
    - Reducing the number of signs required simplifies setup whilst still meeting safety and legal requirements.

c) Review Depot Start Locations to improve reduce travel time (unproductive time)

Status: In Progress



ACTION PLAN INITIATIVE DETAIL

3. Flying Crews

Improve workforce agility to enhance response capabilities for unplanned works including urgent service jobs and weather response.

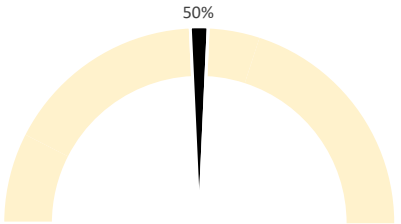
- Two 'flying crews' were introduced in the 2024 to support priority 1 jobs and reactive works.
- Delivery model provided increased flexibility to respond to unplanned priorities without disruption to planned works.
- Resourcing shortages across the portfolio has restricted the ability for 'flying crews' to be completely responsive to unplanned priority works.

Next Steps

- Additional investment into Open Space maintenance as an outcome of the 2025-26 budget process will result in two additional 'flying crews'.
    - Dedicated focus on Roadside and Pathway Edging and Spraying
    - Respond across the portfolio to triage and action P1 jobs and provide support where required (e.g. mowing)

Continuous monitoring of the delivery model will be implemented, with adjustments made, as necessary.

Status: In Progress



ACTION PLAN INITIATIVE DETAIL

4. Fleet and Equipment

Work in partnership with Fleet to develop a fleet strategy (asset selection and maintenance) that is reflective of operational need.

- Conduct a full review of fleet assets and crew structures, to ensure alignment with operational needs.
- In partnership with Fleet, develop a fleet replacement plan that responds to operational priorities and asset investment.
- Implement strategies to reduce travel time and asset wear and tear (including optimising return to depot practices).
- Conduct time in motion studies and equipment trials to ensure operational practices are efficient and effective.
- Review maintenance arrangements to identify opportunities to maximise asset reliability and minimise asset downtime.
- Alltoz track driven mowers have been trialled and subsequently, two units have been purchased ahead of the growing season.

DRAFT – OPERATIONAL REQUIREMENTS

	Strategic	Sports			Distrcit			CBD	Roads and Drainage	Urban Streets
Operational Characteristics	* On-site teams * Tight turns * High end finish * Expansive footprint * Dynamic - people in and around plant * Topography varies including gradients	* High Finish * Adjustment in length from 0mm * Flat * Collect clip			* Topography varies including gradients * Medium - high finish * Some areas heavier duty grass			* Tight turns * High end finish * Lower noise areas * Dispersed/ smaller meterage * Topography varies including gradients	* Restricted * Rough finsih * Raking drains	* Restricted access * Smaller meterage/ frontage * Rough finsih
		Jets	Bridges	All Other	Redbank Plains		All Others			
Collection Mower	●	●	●	●						
Reel Mower		●	●							
Tracked Mower					●				●	
Electric Push Mower								●		
Electric 36 Stand-On								●		
Push Mower								●		
Front Zero Turn Mower - Rear Discharge					●		●			
Remote Mower									●	●
High Torque Mower					●					
20 ft Pegasus (<2500mm)		●	●	●	●		●		●	
Slasher - Flail									●	
Rake (Attachement)										
Scarifyer		●	●	●						
Rear										
Tractor + Slasher									●	●
Van								●		●
Truck	●	●	●	●	●		●			●
Ute										●
Trailer	●	●	●	●	●		●	●		

Status: In Progress

ACTION PLAN INITIATIVE DETAIL

5 / 6. Asset Works Management and Centralised Scheduling

Provide comprehensive visibility of works program and performance through the implementation of an integrated Asset Works Management (AWM) solution.

- Simply efficient workflows that mobilise works crews
- Activity-based cost capture against assets
- Develop long-term works plan, including demand forecasting and prioritisation.

Shift towards a centralised and integrated scheduling and dispatch model.

- Resource allocation based on capacity or priority
- Route planning and crew deployment
- Increase capacity and re-define focus of leadership roles towards delivery, safety and quality.

Next Steps

- Supplier being finalised
- Phase One - Implementation Readiness commencing July 2025

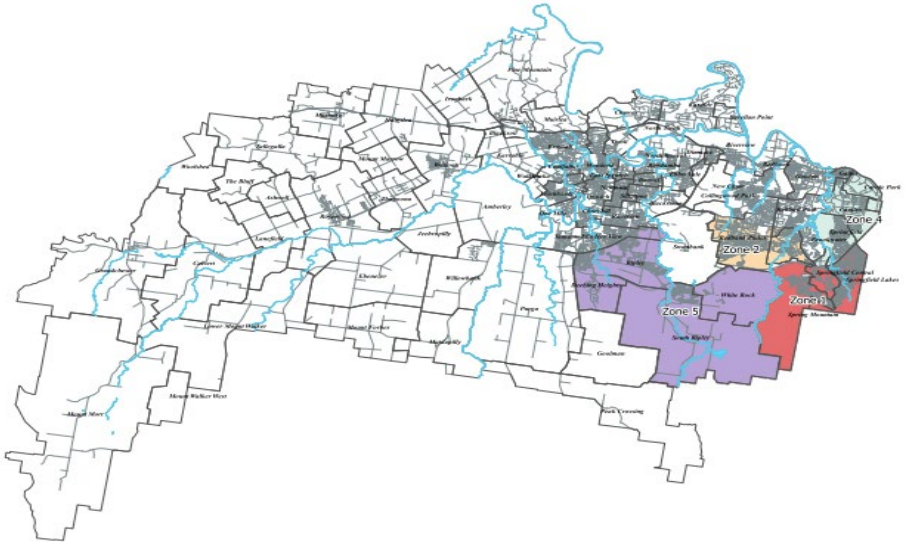
Status: In Progress

ACTION PLAN INITIATIVE DETAIL

7. Optimise Contract Arrangements

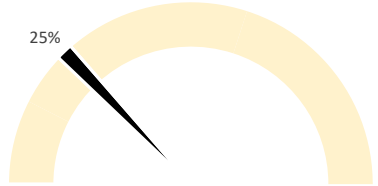
Deliver by January 2026, a new contract that support(s) improved responsiveness, internal efficiency and value for money.

- Re-zone maintenance maps to support delivery of internal efficiencies.
- Inclusion of provisions for maximising supplier response to meet peaks in business demand.
- Simplify contract management through re-defined separable portions.
- Develop fit-for-purpose pricing strategy.
- Flexibility to support adjustment to maintenance standards.



Next Steps - Strategic Contracting

- Pre-tender activities finalised in July 2025
- Tender and evaluation activities conclude August 2025
- Commencement new contract January 2026



ACTION PLAN INITIATIVE DETAIL

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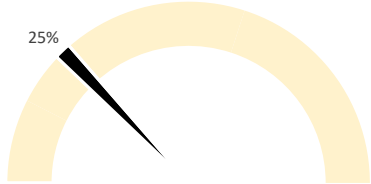

8. Review Maintenance Standards

Work with key stakeholders to undertake a review of the Open Space Maintenance Standards achieve to achieve greater alignment with investment plans.

- Recommend opportunities where service adjustment (intervention standards or frequency) could address the resourcing gap and further support high valued services.
- Improve alignment of the maintenance plan with operational delivery.
- Identity where maintenance tasks can be adjusted with manageable impact on asset, safety, and community experience.

Next Steps

a) Review of identified service lines, providing recommendations to Council

b) Identify opportunities for adjustment to maintenance plans or operational delivery as part of business process review (initiative 5 Asset Works Management)

c) Identify opportunities for asset specific plans

ACTION PLAN INITIATIVE DETAIL

9. Develop Performance Frameworks

Continue to build on the commitment to data utilisation and analytics through leveraging system capabilities.

To ensure the successful implementation of the Open Space Maintenance Action Plan, the team will adopt a structured monitoring framework focused on transparency, performance, and continuous improvement.

The following mechanisms will be used:

- Routine reporting suite
- Dashboards
- Internal audit
- Community feedback integration
- Continuous improvement reviews
- Contractor performance evaluation

Delivery of AWM (initiative 5) will be a key enabler.

Proposed Immediate Next Steps:

Quarterly stakeholder throughout 2025-26 including:

- Delivery against the Open Space Maintenance Plan
- CES requests trends
- Service delivery performance against targets

Status: In Progress


Thank you
City of Ipswich

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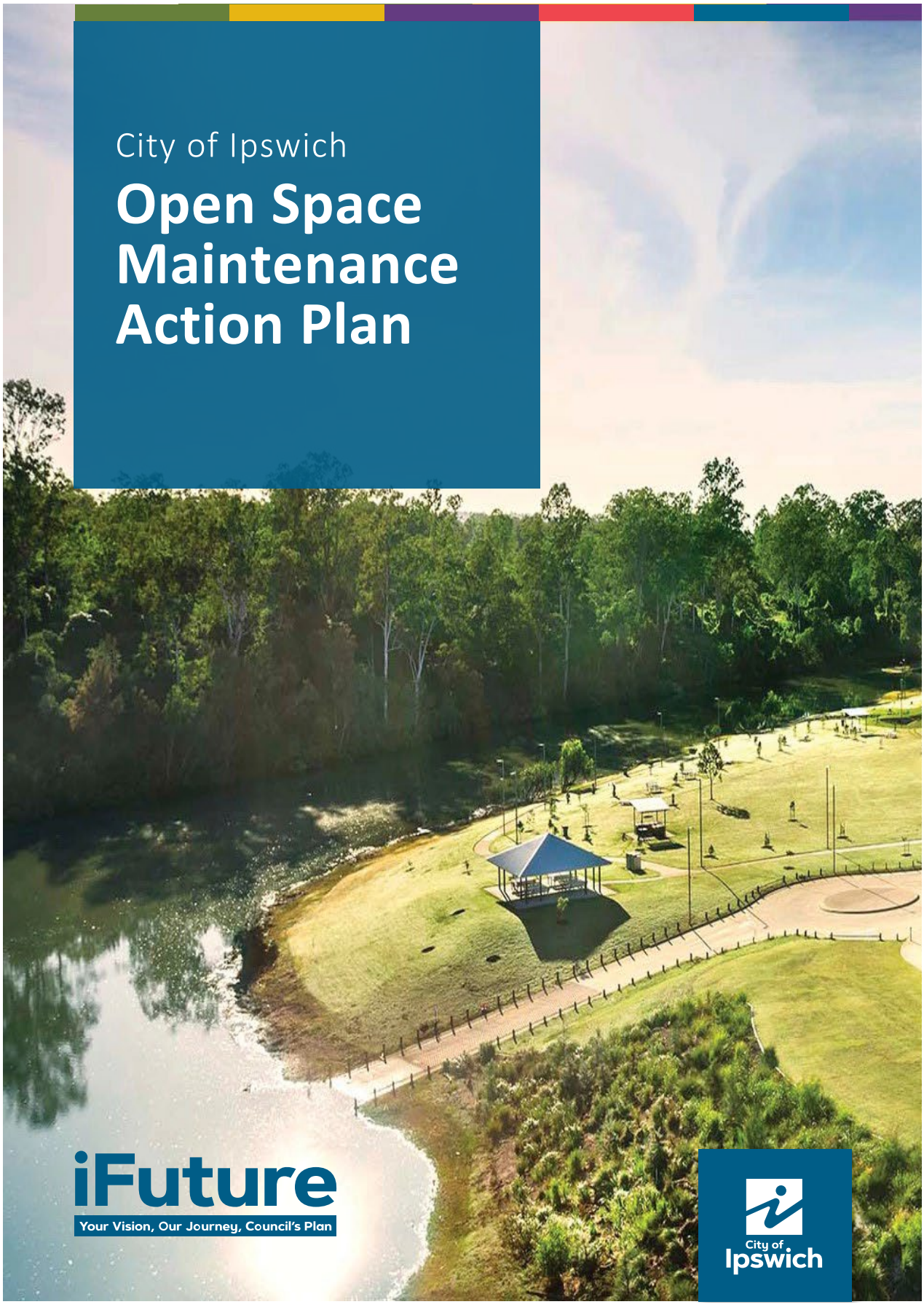
Open Space Maintenance Action Plan



iFuture
Your Vision, Our Journey, Council's Plan

City of Ipswich

CONTENTS

1. EXECUTIVE SUMMARY

Ipswich is one of the fastest growing cities in Queensland, with an annual population growth of 4 per cent - well above the Queensland average of 1.9 per cent. The region's population is predicted to top 480,000 people by 2041, adding more people than any other region in Queensland in that time.

Ipswich is home to a diverse range of parks, natural areas and river systems that attract both residents and visitors from across the region. These open spaces are highly valued by the community and play a vital role in the city's liveability and identity.

The Works and Field Services Branch is responsible for maintaining more than 600 sites across the city. This includes Council buildings and facilities, parks and reserves, roads and roadside infrastructure, as well as road corridor management, road permits and operations.

The Field Services section is responsible for Open Space (parks, sports fields, major thoroughfares and urban street frontages), Natural Area and Urban Forest (local reserves, conservation estates, streetscape, nursery and arboriculture) and depot and aquatic centre management.

The team also provide emergency response to damaging and severe weather-related events, which are unplanned and unscheduled.

The Open Space Maintenance Action Plan has been developed in response to the community's strong expectations for well-maintained open spaces and the need to ensure sustainable, high-quality service delivery. Key outcomes of the plan include:

1. Service levels and delivery targets that more accurately reflect investment plans.
2. An operational delivery model that supports on-time and repeatable quality service provision.
3. A resourcing strategy that provides greater agility to respond to seasonal changes in demand.
4. Implementation of digital platforms to improve end-to-end service delivery, from planning to execution.

Delivery of the Open Space Maintenance Action Plan will be underpinned by comprehensive operational and process reviews to ensure that service delivery remains effective, efficient, and aligned with community expectations.

It is intended that the Open Space Maintenance Action Plan will deliver a productivity uplift, thereby reducing the number of additional staff required to meet current service levels.

2. INTRODUCTION

2.1 FIELDS SERVICES SECTION

The Field Services section is responsible for the maintenance and management of a wide range of public assets, including, but not limited to:

- **Open Space**: parks, sports fields, referrable dams, flood buy-back properties, drainage easements, urban street frontages, major thoroughfares, and the nature centre.
- **Natural Areas and Urban Forest:** local reserves, conservation estates, streetscapes, arboriculture and the nursery.
- **Facilities:** depot and aquatic centres.

These assets are managed through a combination of planned and scheduled maintenance, reactive works, rehabilitation, and replacement (capital) programs. New assets enter the portfolio through internal capital works, developer contributions and rehabilitation initiatives.

The team comprises 189 full time equivalents (FTEs) with expertise in horticulture, sports field management, arboriculture, animal husbandry nursery operations and natural area/conservation management.

A key focus of the Open Space Maintenance Plan is the optimisation of the mowing service, which covers:

- Major thoroughfares
- Local, rural and gravel roads
- Pathways, median strips, roundabouts and road islands
- Urban Streets (footpaths)
- Flood buy-back properties
- Referrable Dams
- Drainage Assets

2.2 ENVIRONMENTAL AND ECONOMIC CONTEXT

The city is facing increasing pressure from:

- **More frequent and severe weather events**, including flooding and prolonged growing seasons.
- **Rising service delivery costs**, which are straining financial resources and budget allocations.
- **Rapid population growth**, with Ipswich expected to grow by 170% by 2041, requiring proactive operational

adjustments to accommodate more than 6,000 new residents annually.

- **Growth in developer contributions**, which are often over embellished spaces to meet short-term priorities, presenting challenges for sustainable maintenance in the medium to long term.

3. BACKGROUND

Ipswich City Council manages more than 8,500 hectares of parkland and reserves across more than 550 sites. Following a particularly challenging spring and summer growth season in 2023/24, the Works and Field Services Branch undertook a comprehensive review of its Open Space operations to identify opportunities for improvement and enhanced service delivery.

To support this review, in 2024 external consultants Field Force 4 were engaged to assess the current operations. The review revealed several systemic inefficiencies and operational challenges, including:

- Inadequate works management solution
- Inconsistent data management
- Rigid resource allocation
- Limited operational flexibility
- Gaps in strategic planning
- Siloed resource management
- Inadequate performance metrics

These issues were found to hinder data-driven decision making and reduce overall service quality and efficiency.

In addition, a critical finding of the review was that current field workforce is insufficient to meet the minimum required service levels defined in the existing Service Level Agreement (SLA). The analysis revealed the capacity deficit outlined in Table 1 below.

Table 1 – Current Open Space FTE shortfall[1]

OPEN SPACE HEADCOUNT	CURRENT FIELD FTE CAPACITY	ANNUAL WORKS PLAN DEMAND FTE EQUIVALENT (TO MEET SLA)	TOTAL FTE SHORTFALL	% SHORTFALL VS CURRENT FTES
92	86.5	128.5	42	29%

To address this gap, the plan proposed a multi-pronged approach:

- **Productivity uplift** delivered through operational efficiencies
- **Increase in workforce capacity** delivered through internal and contractor resources
- **Services alignment** to meet investment outcomes.

As part of the 2025–26 budget process, funding has been secured for 13 additional FTEs. At this stage, and once resources are effectively recruited, the equivalent of a 29 FTE shortfall remains if efficiencies are not obtained.

[1] These figures do not consider any additional works that have transitioned, or planned to be transitioned, since the Field Force 4 report. Additional works are expected to continue to be on-boarded as result of developer contributions or as an outcome of internal project delivery.

4. ACTION PLAN DEVELOPMENT APPROACH

The development of the Open Space Maintenance Action Plan has been guided by a collaborative and evidence-based approach, informed by internal reviews, external consultancy, and operational data. The plan is designed to support a transition toward a more agile, efficient, and customer-focused service model.

A series of consultations and diagnostic assessments were undertaken to identify the root causes of current service delivery challenges and to shape a roadmap for improvement. These insights have informed a set of key principles that underpin the plan's implementation.

4.1 KEY PRINCPLES

Customer Centricity

Place the needs and expectations of the community at the centre of service planning and delivery. This includes:

- Ensure open spaces are maintained to a standard that reflects their value to residents and visitors.
- Enhance transparency and communication around service levels and performance.
- Prioritise responsiveness to community feedback and service requests.

Reliability and Quality

Deliver consistent, high-quality maintenance services that meet defined standards. This involves:

- Establish clear service level agreements (SLAs) and performance benchmarks.
- Implement quality assurance processes to monitor and improve outcomes.
- Reduce service variability across different locations and seasons.

Optimise Workforce Capacity

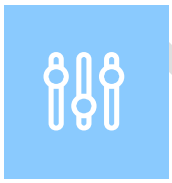
Optimise the productivity and effectiveness of the workforce by:

- Reduce unproductive time through better planning and scheduling.
- Implement a "single visit resolution" model where feasible.
- Align staff levels and skills with seasonal and geographic demand.

Process Simplification and Automation

Streamline and modernise operational processes to improve efficiency and accountability:

- Redesign workflows to eliminate duplication and manual handling.
- Leverage digital platforms for scheduling, dispatch, and performance tracking.
- Enable data capture and reporting to support decision-making.



People, Leadership, Culture, and Accountability

Foster a high-performance culture through strong leadership and empowered teams:

- Clarify roles, responsibilities, and expectations at all levels.
- Build leadership capability to support continuous improvement and innovation.
- Encourage ownership and accountability for service outcomes.

Continuous improvement

Embed a culture of learning and adaptation to drive ongoing enhancements:

- Use data and feedback to identify improvement opportunities.
- Pilot and scale new approaches based on evidence of success.
- Regularly review and refine service models to remain responsive to change.

5. STRATEGIC AND TACTICAL INITIATIVES

Following a comprehensive review of Open Space field operations, both strategic and tactical initiatives have been identified. Initiatives aim to enhance service delivery, operational efficiency, and community satisfaction. Initiatives are structured to support a modern, agile, and performance-driven maintenance model.

Recommendations outlined below form the Open Space Maintenance Action Plan.

5.1 Enhance In-Field Supervision

Enhance in-field supervision, providing renewed focus on oversight of safety and quality.

- Increased in-field presence with work crews.
- Improved quality assurance processes.
- Review span of control.
- Foster improved communication.

5.2 Optimise Pre-Start Procedures

Improve process efficiency whilst ensuring safe work systems remain effective.

- Streamline procedures to enable earlier crew mobilisation.
- Introduce geographic map grid approach to pre-starts to reduce administration overhead and improve efficiency.
- Deliver efficient traffic management outcomes through the appropriate application of traffic management clauses (Tractor Rolling Signage Plan).

5.3 Strengthen 'Flying Crew' Capabilities

Improve workforce agility to enhance response capabilities for unplanned works including urgent service requests and weather response.

- Expand the use of 'Flying Crews' across the Open Space network and maintenance activities.
- Improve triage process for incoming service requests to ensure timely and appropriate response.

5.4 Fit-for-Purpose Fleet and Equipment

Work in partnership with Fleet to develop a fleet strategy (asset selection and maintenance) that is reflective of operational need.

- Conduct a full review of fleet assets and crew structures, to ensure alignment with operational needs.
- In partnership with Fleet, develop a fleet replacement plan that responds to operational priorities and asset investment.
- Implement strategies to reduce travel time and asset wear and tear (including optimising return to depot practices).
- Conduct time in motion studies and equipment trials to ensure operational practices are efficient and effective.
- Review maintenance arrangements to identify opportunities to maximise asset reliability and minimise asset downtime.

5.5 Implement Asset Works Management

Provide comprehensive visibility of works program and performance through the implementation of an integrated Asset Works Management (AWM) solution.

- Introduction of activity-based cost capture to demonstrate value and drive evidence-based decision-making.
- Define business rules to support improved planning and delivery.
- Develop long-term works plan, including demand forecasting and prioritisation.
- Simply efficient workflows.
- Review mobile technologies to improved mobilisation of works crews.

5.6 Centralise Scheduling and Dispatch

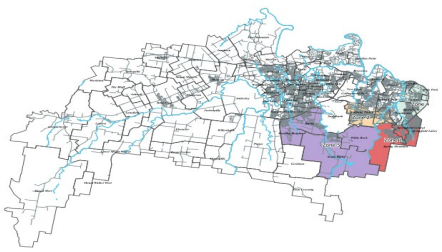
Shift towards a centralised and integrated scheduling and dispatch model.

- Implement centralised scheduling and dispatch.
- Establish business processes to support resource allocation based on capacity or priority.
- Leverage digital tools to optimise route planning and crew deployment.
- Increase capacity and re-define focus of leadership roles towards delivery, safety and quality.

5.7 Optimise Contract Arrangements

Deliver by January 2026, a new contract that supports improved responsiveness, internal efficiency, and value for money.

- Re-zone maintenance maps to support delivery of internal efficiencies.
- Inclusion of provisions for maximising supplier response to meet peaks in business demand.
- Simplify contract management through re-defined separable portions.
- Develop fit-for-purpose pricing strategy.
- Flexibility to support adjustment to maintenance standards.



5.8 Review Maintenance Standards

Work with key stakeholders to undertake a review of the Open Space Maintenance Standards to achieve greater alignment with investment plans.

- Recommend opportunities where service adjustment could address the resourcing gap and further support high valued services.
- Improve alignment of the maintenance plan with operational delivery.
- Identity where maintenance tasks can be adjusted with manageable impact on asset, safety, and community experience.

5.9 Develop Comprehensive Performance Frameworks

Continue to build on the commitment to data utilisation and analytics through leveraging system capabilities.

- Develop performance reporting framework to support monitoring asset and delivery performance.
- Implement business processes to support accountability and data-driven decision making.

6. ACTION PLAN SUMMARY

The following action plan outlines the key initiatives identified through a comprehensive review of the open space maintenance operations. These initiatives are designed to address current service delivery challenges, enhance operational efficiency, and ensure the city's open spaces are maintained to a high standard. Each action item is prioritised to support a phased and strategic implementation aligned with community expectations and organisational capacity.

#	INITIATIVE	PRIORITY[2]
1	Enhance In-Field Supervision	Short Term
2	Optimise Prestart Procedures	Short Term
3	Strengthen 'Flying Crew' Capabilities	Short Term
4	Fit-for-purpose Fleet and Equipment	Short Term
5	Implement Asset Works Management	Medium Term
6	Centralise Scheduling and Dispatch	Medium Term
7	Optimise Contract Arrangements	Short Term
8	Review Maintenance Standards	Medium Term
9	Develop Comprehensive Performance Frameworks	Medium Term

[2] Short term priority is planned for delivery within 6 months. Medium term priority planned for delivery between 6 and 18 months.

7. MONITORING

To ensure the successful implementation of the Open Space Maintenance Action Plan, the team will adopt a structured monitoring framework focused on transparency, performance, and continuous improvement. The following mechanisms will be used:

1. Performance Reporting

- Establish regular reporting cycles (monthly, quarterly) to track progress against key performance indicators (KPIs).
- Include metrics such as service delivery timeliness, productivity, cost-to-serve, customer satisfaction and compliance to maintenance compliance.

2. Digital Dashboards

- Implement dashboards to provide visibility into operational performance and resource utilisation.
- Enable data-driven decision-making and rapid response to emerging issues.

3. Internal Audits and Reviews

- Conduct periodic internal audits to assess adherence to processes, standards, and safety protocols.
- Use findings to identify gaps and inform corrective actions.

4. Community Feedback Integration

- Monitor community feedback through service request data, surveys, and engagement platforms.
- Use insights to refine service delivery and prioritise improvements.

5. Continuous Improvement Reviews

- Schedule reviews of the action plan to evaluate effectiveness and adjust strategies as needed.
- Develop business processes to support team input and foster innovation to evolve practices over time.

6. Contractor Performance Evaluation

- Continue quality assurance program for contracted services.
- Regularly assess contractor performance against agreed service standards and KPIs.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