

**City of
Ipswich**

- **1 Open Space Maintenance Action Plan Quarterly Update**
 - Attachment 1 Presentation - Open Space Maintenance Action Plan
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Open Space Maintenance Action Plan – Committee Briefing

Date: 28 October 2025

Presenter: Sonia Gollschewski

Position Title: Manager, Works
and Field Services

Time allocated: 30 Minutes



Purpose

To brief Council on progress against the Open Space Maintenance
Action Plan.



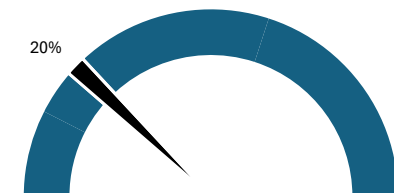
Open Space Action Plan – 20% Completion

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

OF NOTE:

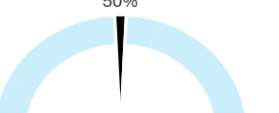
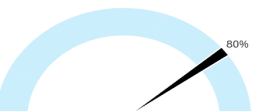
- Mowing-related service requests increased by 165% from 2023 to 2025, showing high demand growth.
- The 'Snap, Send, Solve' app simplifies service submissions, contributing to increased engagement and requests.
- Peaks in service requests typically occur in the weeks/ months following heavy rainfall.
- Delivery against the Open Space Maintenance Action Plan shifted from 10% in June 2025, to 20% as at end September 2025.

Status: In Progress



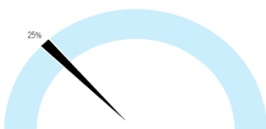
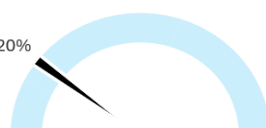


Initiative Progress Assessment

	SEPTEMBER 2025	MOVEMENT	COMPLETED	PLANNED NEXT 3 MONTHS
Enhance Field Supervision		No Change	Complete	All Actions Completed
Optimise Pre-Start Procedures		↑ 10%	- Staff consultation – Yamanto to Kholo - Urban Street mowing teams now using grid maps - Trialled tractor rolling signage	- Implement staff relocation - All drivers to commence approved tractor rolling signage process
Optimise Contract Arrangements		↑ 25%	- Existing contract extended for 6 months - Tender sent to market - Evaluation panel established	- Tender closed - Evaluation report completed
Fit for Purpose Fleet and Equipment		↑ 5%	WFS commenced analysis of current plant and fleet portfolio suitability	- Continue analysis on current and future requirements. - Progress development of plan with Fleet team.
Strengthen Flying Crew Capabilities		↑ 30%	- Approval for additional two crews in 2025/26 budget - Commenced recruitment	- Finalise appointments - Review priorities



Initiative Progress Assessment

	SEPTEMBER 2025	MOVEMENT	COMPLETED	PLANNED NEXT 3 MONTHS
Asset Works Management		No Change	- Supplier finalised - Business readiness scoped	- Business readiness commenced - Gap analysis completed and recommendations to support implementation identified
Centralised Scheduling		No Change	- Staff consultation – Yamanto to Kholo - Urban Street mowing teams now using grid maps - Trialled tractor rolling signage	- AWM business readiness key enabler - Will not progress significantly in next quarter
Review and Maintenance Standards		No Change	- Commenced workshops with Asset Management (Open Space planning) on strategic opportunities - Partnership Program proposal	- Identify opportunities and priorities review - Progress spatial mapping
Reporting Frameworks		 10%	System and business practice assessment	- Open Space Action Plan report template developed - Develop roadmap for development of metrics/performance insights



Risks

- 1. Contractor Price Increases**
Potential price increases from contractors may cause budget strain following the tender process
- 2. Contractor Onboarding Risks**
Onboarding new contractors during peak season could disrupt service continuity.
- 3. Implementation Challenges**
Elevate AWM rollout requires process redesign, staff training, and may reveal skill gaps.
- 4. Weather-related mowing disruptions**
Demands of growth season impacting community satisfaction / operational delays.



Issues

- 1. Sustainable Service Delivery Amid Growth**
Requires a long-term resourcing strategy, service level reviews, planning and automation.
- 2. Resource Constraints**
Strained resources for delivery of improvement agenda – consideration of efficiency, partnerships, contract negotiations.
- 3. Readiness for Digital Transformation**
Design for the future, change management and cross department coordination.

Summary and next steps

Milestone Delivery

- Complete *Optimise Pre-start Procedures* initiative.
- Review tender submissions, assess risks and mitigations.
- On-board additional resources including flying crews.
- Continue with business readiness to support AWM.
- Identify strategic maintenance planning opportunities.

Risk Identification and Mitigation

- Continue to monitor risks and mature mitigation plans.

Monitor and Reporting

- Monitor progress in October – December 2025 period.
- Reporting period January 2026.

Questions/Discussion

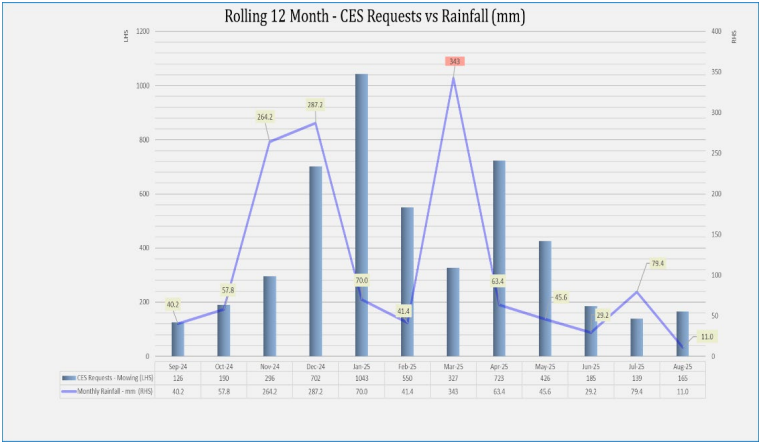
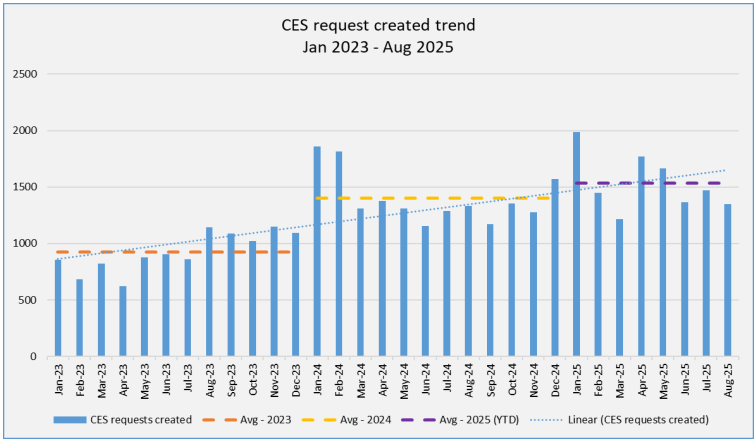
Open Space Action Plan Quarterly Update

July - September 2025

1. EXECUTIVE SUMMARY

Community expectation for well-maintained open spaces continues, noting a 165% increase in monthly average CES requests for mowing between 2023 (average 927 per month) to 2025 (average 1,553 per month). Linear trend shows persistent growth in CES requests. Key contributors include the integration of programmed work with customer works (via CES platform) and community take up of Snap, Send and Solve to quickly and easily raise service requests.

Peaks in customer service requests typically peak in the weeks/month following heavy rainfall. In the last quarter, limited rainfall saw modest volumes of customer service requests. It is expected that this will change in the coming quarter as the growth season commences.



2. OPEN SPACE ACTION PLAN PERFORMANCE

This report outlines progress on the Open Space Maintenance Action Plan, addressing service delivery efficiency, resource optimisation, and readiness for future growth. It highlights key operational improvements, identifies strategic risks, and outlines next steps to ensure sustainable service delivery across the city.

	JUNE 2025	SEPTEMBER 2025	STATUS	COMPLETED	PLANNED NEXT 3 MONTHS
ACTION PLAN (OVERALL)				Notable progress against 'Optimise Pre-Start Procedures' and 'Optimise Contract Arrangements'.	Continued movement to completion of each action item

2.1 RISKS

	LIKELIHOOD	IMPACT	RELEVANCE	MITIGATION
Contractor price increases	High	High	Budget pressure; risk to service continuity	Identify offset savings/ efficiencies Adjust service standards
Onboarding contractors during peak season	Medium	High	Service continuity; risk of disruption	Onboarding plan
Fire ant treatment complexity	Low	Medium	Biosecurity compliance; contractor capability	Contractor Training, Process efficiency
Growth in service requests and open space portfolio	High	High	Sustained demand; community expectations	Continue efficiency initiatives; explore resourcing options; service standard review, address job backlog
Elevate AWM readiness (process redesign, training, skill gaps)	High	Medium	Digital transformation; organisational capability	Readiness review has commenced; assess skill gaps and training needs once requirements are known
Weather-related mowing disruptions	High	Medium	Community satisfaction; operational delays	Refine 'too wet to mow' protocols; proactive communication

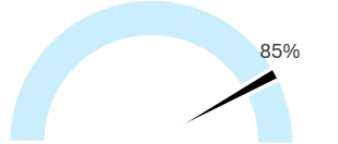
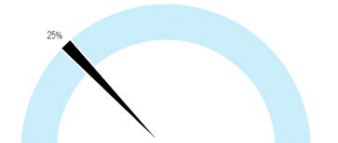
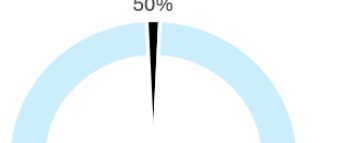
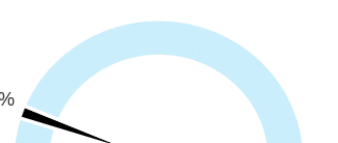
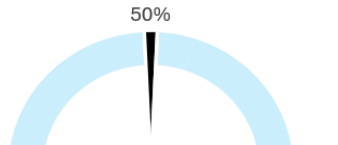
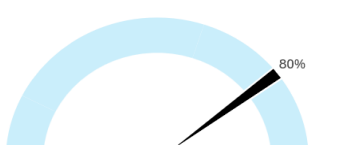
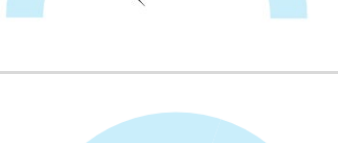
2.2 ISSUES

	DESCRIPTION	IMPLICATION	LEADERSHIP FOCUS
Sustainable Service Delivery Amid Growth	Rapid increase in service requests and asset portfolio	Risk of declining service levels and community satisfaction	Long-term resourcing strategy, service level reviews, planning and automation
Resource constraints	Strained internal resources for delivery and improvement agenda. Potential contractor price increases from new tender	Budget overruns may impact other council priorities	Scenario planning, contract negotiation, internal efficiency gains, partnership opportunities
Organisational Readiness for Digital Transformation	Elevate AWM implementation requires process and capability changes	Delays or inefficiencies in system adoption	Change management, staff training, cross-department coordination

Open Space Action Plan Quarterly Update

July - September 2025

3. INITIATIVE PROGRESS ASSESSMENT

	JULY 2025	SEPTEMBER 2025	STATUS	COMPLETED	PLANNED NEXT 3 MONTHS
ENHANCE FIELD SUPERVISION				- Streamlined morning routines and depot practices - Reduced Supervisor administration activities	All actions completed
OPTIMISE PRE-START PROCEDURES				- Staff consultation undertaken to move team from Yamanto to Kholo - All urban street mowing teams now using the grid map methodology - Trialled tractor rolling signage	- Implement staff relocation and benefit realisation - Receive and distribute double sided traffic sign - All drivers to commence approved tractor rolling signage process
OPTIMISE CONTRACT ARRANGEMENTS				- Existing contract extended for 6 months - Pre-tender completed - Specifications finalised - Tender sent to market - Evaluation panel established	- Tender closes - Post market activities completed - Evaluation report completed
FIT FOR PURPOSE FLEET AND EQUIPMENT				- Meetings commenced between Fleet and WFS - WFS commenced analysis of current plant and fleet portfolio	- Continued team meetings - Continued fleet portfolio analysis - Continued actions to ensure plant and fleet is right size, right type to complete service delivery
STRENGTHEN FLYING CREW CAPABILITIES				- Approval for additional two crews in 2025/26 budget - Commenced recruitment	- Finalise appointments of additional crew members - Review priorities to be directed to flying crews and re-embed
ASSET WORKS MANAGEMENT				- Supplier finalised - Business readiness phase scoped	- Business readiness activities commenced - Gap analysis completed. Recommendations to support implementation identified.
CENTRALISED SCHEDULING				- Engagement with external organisations to understand delivery models/ implications - AWM business readiness and workflow development will be key enablers	Will not significantly progress in next quarter
REVIEW MAINTENANCE STANDARDS				Commenced workshops with Asset Management (Open Space planning) to identify strategic opportunities	- Identify opportunities and priorities for consideration - Progress spatial mapping priorities
REPORTING FRAMEWORKS				System and business process assessment completed.	- Open Space Action Plan report template developed. - Develop roadmap for development of metrics and reporting to improve performance insights.