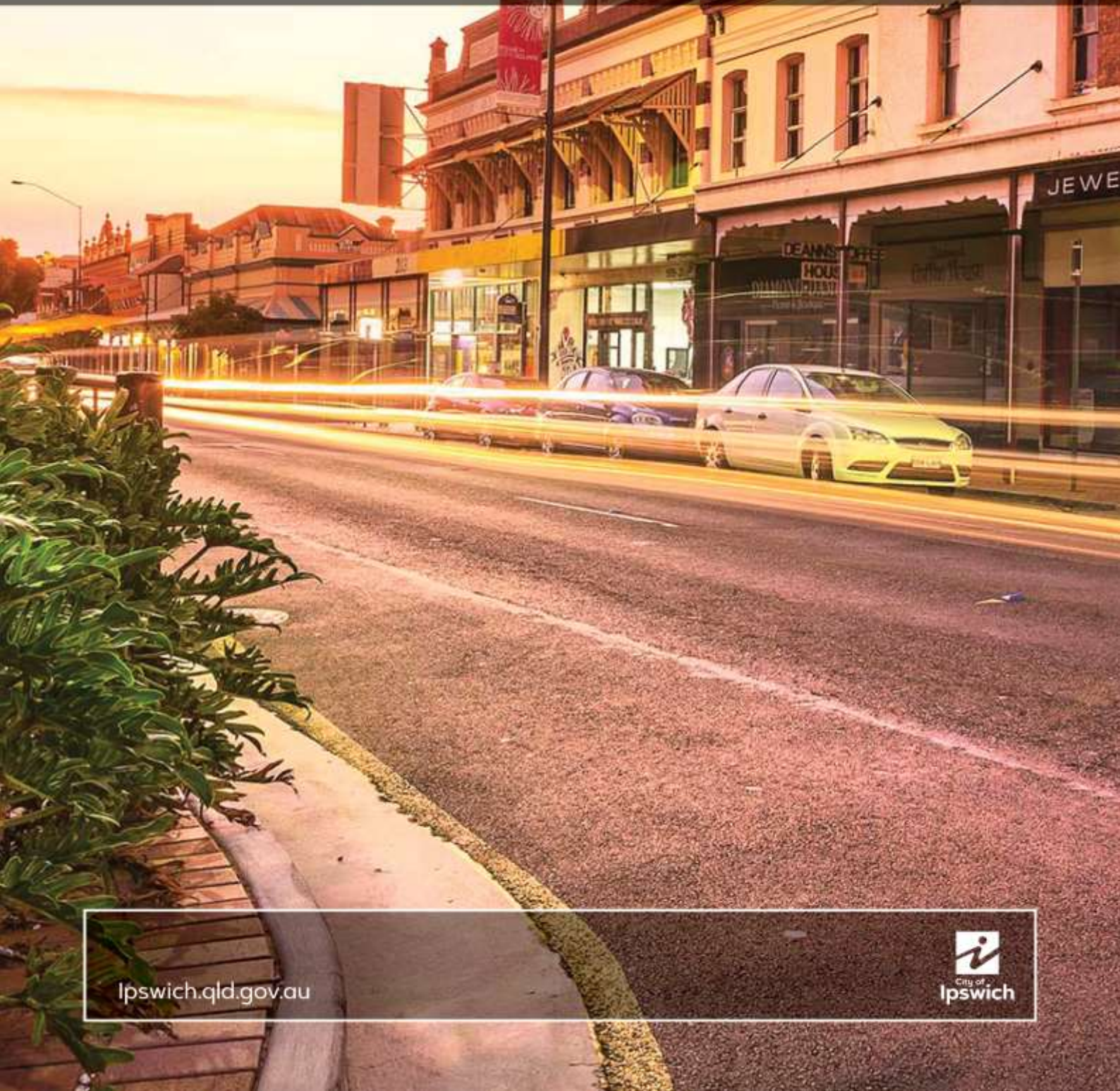


# City of Ipswich Quarterly Performance Report

Quarter 3: 2019-2020





# QUARTERLY REPORT 1 JAN – 31 MARCH 2020

This is a report concerning Ipswich City Council's performance towards city-wide outcomes through the implementation of the 2019-2020 Operational Plan and core business activities.

The Operational Plan is an annual document that a local government must prepare and adopt each financial year as per the *Local Government Act 2009* and the *Local Government Regulation 2012*. The Operational Plan contains the key projects that will be delivered by Ipswich City Council over the 12 month period, with a project defined as 'a temporary endeavour undertaken to create a unique product, service or result'.

Core business makes up a significant portion of council's workload and contributes towards city-wide outcomes consistent with projects from the Operational Plan. These activities may happen daily, weekly or monthly, but they remain pivotal to our city's success. It is important that the core business activities reflect the strategic direction and are monitored to drive what we do and why we do it.

Council must report progress towards implementing the Operational Plan at regular intervals of not more than three months which will include reporting on the city-wide outcomes that core business contributes to. Quarterly data as provided by departmental representatives is presented within this report.

## INITIATIVES AND ACHIEVEMENTS

### COVID-19 Response

COVID-19 entered our region in late March 2020 and council was swift in its application of strategies to protect the community from harm. This included the closure of all Council Connect service points on 24 March. Working groups were formed to progress the development, prioritisation and deployment of recovery responses for council, and to identify and work on solutions for the emerging issues challenging our community. The impact of COVID-19 on council operations will be reported more comprehensively in quarter four.

### Council Connect - Rosewood

As part of council's commitment to provide an interim library and customer service hub in Rosewood, a mobile library has been re-purposed as a Council Connect point. Opened in January 2020, the facility located in Anzac Park offers all library and council customer services such as borrowing, returning and reserving library items or rates enquiries and payments.

### Koala Conservation

The Koala Conservation and Habitat Management Plan has been completed to ensure our region's koala population is cared for appropriately for many years to come.

### CBD Redevelopment

The redevelopment of Nicholas Street progressed significantly in the period January to March and is continuing to schedule. Construction continued on the council administration building, with the level two floor being installed and the lift reaching level four which takes it to half of its eventual eight-storey height. The civic plaza received the installation of pipework for the zero depth water play area as well as planter boxes in the plaza area. Construction started on the steel structure for civic plaza amenities such as the shade structures. Internal and external works continue in the library with services being installed above the ceiling for electrical and data cables. External glass for the new library has been delivered to the site and is now being installed. The largest and most complex project in the history of council, the redevelopment of Nicholas Street is featured regularly in [ipswichfirst.com.au](http://ipswichfirst.com.au) with ongoing updates of activity and milestone achievements.

### Human Rights Act 2019

In March 2020, council established a Human Rights Working Group to implement the changes required to meet the local government obligations of the newly introduced Human Rights Act 2019.

## Electoral Boundaries

As a result of recent electoral boundary changes, new divisional profile reports were developed and published in Q3. These profiles were also made available as part of the prospective candidates packs for the March 2020 Local Government election. These reports collate ABS Census 2016 data for the division and include other key demographic and statistical information. The final reports are available on council's website at

[https://www.ipswich.qld.gov.au/about\\_council/its-your-council/represent-your-council/candidate-information](https://www.ipswich.qld.gov.au/about_council/its-your-council/represent-your-council/candidate-information).

## Strategic Planning and Reporting

Strategic innovation in council business planning was rolled-out this quarter with the introduction of a new business planning process. This process encapsulates current and future projects including budgetary impacts and outlines the delivery of core business. These plans will be used to inform the development of future strategic documents and provide a framework for transparent and insightful reporting for the community.

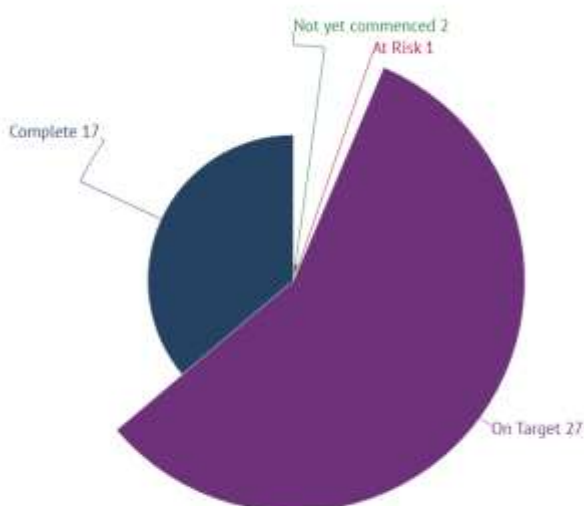
## White Rock Conservation Estate

The White Rock Spring Mountain Conservation Estate Master Plan has been completed to ensure appropriate conservation and use of this valuable environmental asset.

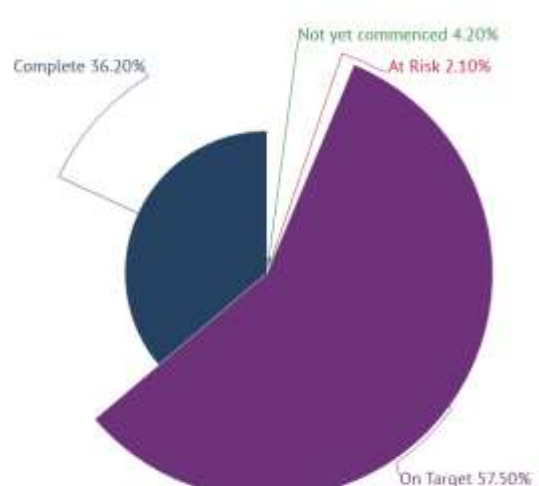
## GrantGuru

This quarter, council funded a three-year pilot subscription to GrantGuru, the most comprehensive grants database in Australia. GrantGuru provides the tools to easily enable council staff, local businesses and community organisations to learn of every relevant grant opportunity from all levels of government and the private sector. Access to the Ipswich Grants Finder section was fast-tracked in March to allow local businesses to easily access grant information as part of a business support program responding to COVID -19. Search all available government grants using Ipswich Grant Finder at <https://ipswich.grantguru.com.au/>

Operational Plan 2019/2020 Deliverables






Operational Plan 2019/2020 Deliverables (%)









Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)					
Goal 1: Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment					
Strategy 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city					
Promote a major investment pathway within council that supports investment attraction in key sectors. (9.2/1.1)	Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export	Implement a prioritisation & advocacy framework for regionally significant projects	Completed Q2		
		Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan	Finalising the 3 year Capital Works Portfolio prior to finalising this 10 year investment planning	On Target	
Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	Deliver an audit of key industries and businesses aligned to current and potential export markets.	Number of key industries identified for initial audit - 4 (Defence, Advanced Manufacturing, food and agribusiness, education and training) Defence Industry has been identified as first priority based on current resources in the team - in progress COVID 19 has impacted on education and training sector export - at risk Audit for export development of all priority industries will require time and resourcing.	On Target	
Strategy 2: Provide a full spectrum of lifelong learning opportunities, from early learning through to schooling, vocational training and tertiary education that aligns skills and education with emerging employment opportunities.					

Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
<i>Strategy 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre</i>					
Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area (9.2/3.1)	Planned relocation of complete Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19	Work on the Ipswich City Council Administration building commenced and the development of Nicolas Street near completion.	The redevelopment of Nicholas Street progressed significantly in the period January to March and is continuing to schedule. Construction continued on the council administration building, with the level two floor being installed and the lift reaching level four which takes it to half of its eventual eight-storey height. The civic plaza received the installation of pipework for the zero depth water play area as well as planter boxes in the plaza area. Construction started on the steel structure for civic plaza amenities such as the shade structures. Internal and external works continue in the library with services being installed above the ceiling for electrical and data cables. External glass for the new library has been delivered to the site and is now being installed.	On Target	●
<i>Strategy 4: Strengthen the local digital economy</i>					
<i>No key projects identified for delivery in 2019-2020</i>					
<i>Strategy 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries</i>					
<i>No key projects identified for delivery in 2019-2020</i>					

Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
<i>Strategy 6: Diversify the local economy</i>					
Support tourism opportunities based on heritage assets, events, motor and adventure sports, ecotourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)	Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export	Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners	Council continue to focus on tourism industry capacity and capability development through the Ipswich Tourism Operators Network (ITON) and its operational destination development and marketing activity. Tourism related sectors such as Accommodation and Food, Arts and Recreation, Retail Trade and Attractions will be severely impacted by the COVID-19 situation and therefore the short to medium term focus will be on the resilience and recovery of local businesses in these sectors.	On Target	
		Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in Ipswich	Pre-COVID-19 findings: +65% of businesses were confident in investing to grow their business in 2020.	Complete	
Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development	Deliver an advocacy and engagement plan focused on economic and workforce priorities	Priority has been establishing Advocacy Plans for the Regionally Significant projects. It is intended to have Advocacy Governance and an Advocacy Plan for Economic Development priorities delivered by the end of May.	On Target	




	and export	Deliver a suite of industry capability reports auditing the industry ecosystem to identify size, scale, capabilities and priorities	1. ICC internal stakeholder collaboration require to implement DIAP 2018 - 20232. Advanced manufacturing - stocktake will require time3. At the moment, Defence Ipswich Supply Chain Opportunities Summit 2020 and Scale Up Program are in planning phases.	Complete	●
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE					
Goal 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.					
<i>Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development</i>					
Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Social housing strategy that aligns to projected community needs.	Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the city provides.	Collation of research and relevant literature gathered with analysis and project framing for delivery next quarter.	On Target	🕒
Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to	Delivery of council owned social infrastructure aligned to the Social Infrastructure Plan	Develop and oversee EOI process for the lease of the Augustine Heights community facility	This facility is not suitable for a Community Centre. At best the facility will be suitable as a small meeting venue for community groups to access as a bookable space. Developing and issuing an EOI would be a case of over servicing the needs of this asset and as such it is recommended that this key deliverable be deleted from the Operational Plan	At Risk	●

both social and economic outcomes. (9.3/1.4)		Develop a Community Infrastructure Strategy (including investment prioritisation framework)	Discussions held with key stakeholders accountable for identifying 10 year capital requirements; preliminary reviews undertaken by appointed consultant in regards DDA compliance audit.	On Target	
		Design and deliver a new library service at Rosewood	The delivery date for practical hand-over of the Rosewood Library to Libraries and Customer Services has been delayed, therefore the facility is now on track to be opened to the public in July 2020.	On Target	
Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
		Design and deliver a collection of library pods at strategic locations throughout the city	ICC is investigating most viable location for second library pod installation. The first pod has been performing very well since launch.	On Target	
		Relocate Ipswich Central Library to the CBD with renewed service offering	Branch has begun preliminary preparations for move of some Library Operational components to Nicholas St library and has begun preparation for development of interim Children’s Library at Ipswich Central Library after the move.	On Target	
		Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan	Strong consultation with services to refine and inform development of services matrix. Internal engagement for development of survey to assist with services mapping with external stakeholder engagement to confirm content and distribution methods.	On Target	
Incorporate relevant provisions and programs to support responsible pet	Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan	Review and update the Cat Management Strategy for the City of Ipswich	The Cat Management Strategy has been reviewed. Relevant legislation and Local Laws are in place to regulate cat management within the community.	Complete	



ownership. (9.3/1.7)	are achieved	Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp!	An evaluation of the BarkUp! Process has been undertaken. It has highlighted that further opportunities exist in working with the Customer Experience team to maximise the potential of the process.	Complete	●
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
		Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department	Ongoing discussion occurring in relation to the construction of a new pound facility and the development of a new contract with a supplier to manage the pond operations.	Complete	●
<i>Strategy 2: Provide adequate land and infrastructure to support community development and economic activity</i>					
<i>No key projects identified for delivery in 2019-2020</i>					
<i>Strategy 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes</i>					

Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable. (9.3/3.1)	Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved	Work towards a 3-4 year plan, design, procure and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters	The development of the 3 year capital portfolio is assisting with this and the master schedule developed will also provide further clarity of when each of the designs and procurement activities need to be undertaken	On Target	●
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
<i>Strategy 4: The city's heritage is conserved</i>					
<i>No key projects identified for delivery in 2019-2020</i>					
<i>Strategy 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors</i>					
<i>No key projects identified for delivery in 2019-2020</i>					
CARING FOR OUR COMMUNITY					
Goal 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.					
<i>Strategy 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity</i>					



Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Celebration of the contribution of diverse communities.	Develop and implement a Public Art Governance Framework.	UAP have been engaged by council to develop a Public Art Strategy for the city. Community and stakeholder engagement has been completed. Public Art strategy framework drafted and circulated to working group for feedback and consideration.	On Target	
Implement a regular program of community opinion surveys to track changes in the values that impact council's policy development and service delivery. (9.4/1.4)	Decision-making informed by community needs	Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting	The Community Engagement Framework is on target for completion by the scheduled date on 30 June 2020.	On Target	
		Develop and deliver a community sentiment survey to measure trust and confidence	Completed Q2		
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
		Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education	This deliverable has been re-scoped	Not Yet Commenced	

		Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a forward program of work	Endorsed at ELT in January 2020 and consultation has commenced with strategic policy authors and first working group scheduled for April 20. Platform included in councillors' induction program.	On Target	●
<i>Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.</i>					
Develop greater understanding of community needs through community engagement, research and analysis to inform program, service and facility planning and delivery. (9.4/2.1)	Greater connectedness between data/information and decision-making	Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to the State government for delivery of new schools	Completed Q1		
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
<b>Key Actions</b>	<b>Outcomes</b>	<b>Deliverables 2019-2020</b>	<b>Comments</b>	<b>Status</b>	<b>Progress</b>
Develop a comprehensive set of indicators to inform the community on the direction of socioeconomic change and progress in	Community informed and engaged through planned communication	Develop and implement a digital community engagement platform	Completed Q1		



achieving desired social and economic outcomes. (9.4/2.2)					
Increase the use of online and digital communications to deliver and promote services and information to the community. (9.4/2.5)	Prioritisation and broad integration of the Ipswich Smart City Program	Develop and implement an enhanced digital platform to enable stronger engagement, communication, and information sharing and research capabilities	Completed Q2		
<i>Strategy 3: Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.</i>					
Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Increased resilience through strength of community leadership	Develop a community funding framework for the arts and cultural sector	Council has increased its interaction and activity with the local arts and cultural sector. Increased involvement in activity planning, events and strategic policy such as the public art has informed and improved council's approach and increased community capacity.	On Target	●
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress

Enhance the capacity of the city's community facilities to link community needs with appropriate services (9.4/3.3)	Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library	Plan and design three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library	Completed Q1		
Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. (9.4/3.4)	Closer alignment to child friendly city principles	Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city	Policy drafted supported by consultation findings and analysis. Communications of finding published via Shape your Ipswich and project report in development.	On Target	●
<i>Strategy 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities</i>					
<i>No key projects identified for delivery in 2019-2020</i>					
<b>Operational Plan 2019-2020</b>			<b>Quarter 3</b>		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress

Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community wellbeing					
Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and wellbeing. (9.4/5.2)	Increased engagement of community members in their own health outcomes	Research community health outcomes to determine priority focus areas	The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service and is on target for completion by the scheduled date of 30 June 2020. An evidence-based program model has been developed and is being piloted using a localised/place-based approach.	On Target	
		Analyse data relating to mental health and wellbeing in the Ipswich region and develop an evidence-based program model	The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service and is on target for completion by the scheduled date of 30 June 2020. An evidence-based program model has been developed and is being piloted using a localised/place-based approach.	On Target	
Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress

Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate Ipswich’s cultural heritage and foster cultural development. (9.4/*)	Increased cultural tourism.	Develop a public performance framework to activate public events and spaces.	Creative Arts Industry Officer role to assist in this project not yet been appointed (Position Description has been prepared but has not been funded) therefore work has not commenced in this area as yet.	Not Yet Commenced	○
Strategy 6: Build on the success of Council's community safety programs to address new and emerging issues					
No key projects identified for delivery in 2019-2020					
Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes					
Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2)	Obtain ‘in-principle’ state and federal government support	Develop and implement a program of work to deliver council's Arts and Cultural Strategy	Currently the City Event plan, Ipswich Art Gallery and Studio 188 programs (BSAF, Spark Festival, Protégé, etc.) contribute most significantly to the delivery of the Arts and Culture Strategy.  The prioritisation of a new Regional Performing Arts Centre should be considered by the incoming Council in the context of Regionally Significant Project Prioritisation Process.	On Target	●
		Deliver output aligned to the Public Art Master Plan for the CBD	The Nicholas Street Development Public Art program is integrated and on track as part of the construction schedule and managed under the established project governance process.  A draft Ipswich Public Art Strategy has been developed and is currently in consultation with key stakeholders.	On Target	●
Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
Strategy 8: Develop greater community resilience and readiness					



Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1)	An approved and endorsed Local Disaster Management Plan is in place with an annual review process	Deliver the annual review of the Local Disaster Management Plan.	Completed Q1		
CARING FOR OUR ENVIRONMENT					
Goal 4: Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.					
<i>Strategy 1: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.</i>					
Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive)	Implement the koala, Brush-tailed Rock Wallaby and platypus recovery plans in accordance with the 19/20 actions	ICC input into the Qld Koala Conservation Strategy has been completed. Now working on partnership opportunities with DES targeting threat management. Continued rehabilitation works on Mt Flinders for BTRW Platypus recovery plan is a 70% draft and seeking feedback from select external stakeholders	On Target	
<i>Strategy 2: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.</i>					
Ensure effective catchment and floodplain management. (9.5/3.4)	Develop and implement the Floodplain Management Strategy	Develop Ipswich Rivers Strategic Floodplain Management Plan	Received land use planning work packages risk based mapping outputs for IICP.	On Target	
Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
	Maintain up-to-date flood studies	Undertake new catchment and flood study reports	Completed Q1		

	Delivery of catchment corridor plans	Implementation of the Ironpot Creek catchment corridor plan	Designs completed. Works on ground to commence shortly.	On Target	<div><div></div></div>
Strategy 3: Enhance urban greening.					
Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Review current maintenance program, including street trees and footpath gardens	Completion of the review of maintenance program	Service catalogue review completed with all services categorised as mandatory, legislatively required or non-mandatory.  Recommendations made as to services for removal or amendment based on operational needs	Complete	<div><div></div></div>
		Develop open space capital program for council's consideration	The three-year capital portfolio outlines priorities for open space projects. These have been prioritised based on a methodology	On Target	<div><div></div></div>
Strategy 4: Use resources efficiently and sustainably.					
Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Delivery of stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens	Delivery of the stormwater improvement project as identified in the 19/20 capital and operational budgets.	RFQ prepared to keep progressing project.	On Target	<div><div></div></div>
Strategy 5: Improve environmental awareness, education and compliance.					
No key projects identified for delivery in 2019-2020					
Operational Plan 2019-2020			Quarter 3		
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress
LISTENING, LEADING AND FINANCIAL MANAGEMENT					
Goal 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good					

governance outcomes						
Strategy 1: The Mayor and Councillors represent the Ipswich community and provide strong visionary leadership						
No key projects identified for delivery in 2019-2020						
Strategy 2: Provide comprehensive and meaningful community engagement to inform Council decision-making						
No key projects identified for delivery in 2019-2020						
Strategy 3: Implement initiatives that strengthen governance skills and knowledge.						
Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/3.1)	Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision-making	Develop and implement an effective development program for council leaders to improve alignment with Line of Sight principles and improve support in embracing cultural changes	Return of Elected Representatives has been widely communicated with delivery of Induction Sessions to Mayor and Councillors on return in April 2020.	On Target	<div><div></div></div>	
		Develop a HR Strategy and business plan that aligns with organisational strategies and goals	Completed Q2			
		Implement employee awareness sessions through the Line of Sight program	Completed Q1			
Strategy 4: Maintain a financially sustainable and resilient approach to budgeting						
No key projects identified for delivery in 2019-2020						
Strategy 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.						
No key projects identified for delivery in 2019-2020						
Operational Plan 2019-2020			Quarter 3			
Key Actions	Outcomes	Deliverables 2019-2020	Comments	Status	Progress	
Strategy 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.						

Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3)	The local laws provide clear and consistent outcomes for council and the community in resolving compliance matters and are reviewed regularly	Undertake a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019	Completed Q2
---	---	---	--------------





## AMENDMENTS TO OPERATIONAL PLAN

The following projects will not be delivered this financial year due to circumstances out of council's control:

- Develop and oversee EOI process for the lease of the Augustine Heights community facility

The following major projects are underway or have been delivered in addition those listed in the Operational Plan:

- Planning and facilitation of the successful transition and occupation of Local Government employees to the new Administrative centre
- Development of the Ipswich to Springfield Public Transport Corridor Strategic Business Case
- Business Transformation Program
- Development of North Ipswich Stadium Preliminary Business Case
- Stage 1: CBD Revitalisation – Project Governance
- Year 1: Promapp Project – Purchase and implementation of system, deployed to 25% of business areas and governance artefacts complete
- Stage 1 - Draft Ipswich Planning Scheme: Background Studies
- Brisbane Street (Multi-Year Funded) maintenance
- Ripley Road Bridge construction
- Old Toowoomba Road upgrade
- Water Quality Offset (Small Creek) Design Stage 3
- Franklin Vale Creek Rehabilitation Initiative – Action Plan

## CORE BUSINESS AND OTHER PROJECTS DELIVERED:

Ipswich City Council's purpose is to enhance the quality of life for the community. The outcomes we seek to achieve are consistent over time and delivered through a combination of key project, minor projects and core business activities.

These minor projects and core business activities make up a significant portion of council's workload and regularly, whether daily, weekly or monthly, remain pivotal to our city's success. It is important that the core business activities reflect the council's strategic direction and are monitored to drive what we do and why we do it.

Over the last quarter, council has been reviewing its reporting methodology to provide more relevant reporting for the community. Presented below are some of our leading outcome themes and some of the activities that contribute to their successful delivery. Over time, this outcome reporting will become more robust and grow to present more relevant and transparent detail to our community.

### *Council maintains good governance*

- 95% of staff have completed annual training on their responsibilities and obligations under the Public Records Act and related council Policies, Procedures and Administrative Directives.
- Factsheets and Information disseminated to the business to ensure staff are of new requirements under the Human Rights Act 2019.
- A Current State Assessment of council's Identity Management has been completed. The Future State Architecture project reached 50% completion.
- The Safe City program supported public safety effectively through:



- 236 public safety incidences reported and /or responded to
  - 1,162 occasions of assisting police
  - 34 occasions of assisting C.I.B.
  - 146 Times occasions of assisting security
  - Liaison with local Police x 1 for community safety and crime prevention.
- The winding up of the Ipswich Arts Foundation is complete.
  - Community and stakeholder engagement for the Public Art Strategy is complete.
  - Children Young People and Families policy drafted and supported by consultation findings and analysis. Communications of finding published via Shape your Ipswich.
  - Information and Communication Technology Strategy developed and endorsed.
  - The iGO Road Safety Action Plan has been completed and is awaiting endorsement.
  - Stage 1 of the iGO Freight Action Plan has commenced.
  - Ombudsman Inquiries are responded to within 5 working days
  - Continued on-time service delivery of employee payments, with 99.0% accuracy
  - Right To Information Management: 3 applications carried over from previous quarter; 9 new applications in this quarter; 6 applications closed; 6 applications remain open and carried into next quarter.
  - Information Privacy Management: 1 application carried over from previous quarter; 3 new applications in this quarter; 3 applications closed; 1 application remain open and carried into next quarter

- Marketing Services completed 282 requested projects from January – March 2020. This is an increase of 9% from the same period last year.
- The Walloon Flood Study is underway
- Successful acquittal of the State Funding for the Rosewood Library.
- Council met funding conditions to acquit the \$2.6m grant funding towards the Construction (not fitout) of the Rosewood Library.
- Successful Acquittal of the Ipswich Football Stadium – Strategic Business Case grant funding
- Library research services has recorded 64,2019 reference engagements this quarter
- The tourism industry state-of-play survey, held prior to COVID-19, reported +65% of local tourism business were confident in investing to grow their business in 2020
- Agreed service levels across the ICT contracts with Telstra and Datacom are being met
- Carbon footprint established – baseline year FY18 -24,655 tonnes of CO2e.
- The Aquatic Facilities Strategy has commenced
- The trend study of Sport and Recreation activities has finalised.
- Invoices continue to be paid in accordance with processes and timeframes
- 3 x Cultural Heritage Assessments, 3 x Cultural Heritage Notifications issued
- 1 x Native Title Assessment completed, 1 x Native Title Assessment in progress
- Facilitation of Local Government Elections successfully delivered.



**Renewable Energy  
Project Underway to  
address carbon  
reduction options**



### **New People and Culture Framework**

has been developed to support staff development, recruitment and retention



- Insurance Claims acknowledgment are being met within timeframes.
- Policies, Procedures and Administrative Directives are reviewed in accordance with agreed time frames.
- Development Planning commenced 24 compliance audits this quarter and completed 13 outstanding compliance audits.

## ***People feel included***

- An internal research report concerning Mental Health and Wellbeing in Ipswich has been completed. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service and is on target for completion by June 2020.
- Social media post engagement is approximately 150,000/month. Social media followers increased by about 2000 during the quarter.
- Ipswich First received 502,000 page views in the quarter from approximately 101,000 users.



Council has designed and implemented an extensive **induction program** for the returning **Councillors** which includes discussion on the role of Councillors as advocates for their community

## Ipswich is a liveable city

- Council is preparing for disaster:
  - Approximately 7000ms of Fuel Reduced Zones have been installed through the Natural Area Estate.
  - Approximately 60Ha of bushland is scheduled for hazard reduction burns to be undertaken when conditions are favourable.
- ICC is investigating most viable location for second library pod installation. The first pod has been performing very well since launch.
- Ipswich libraries show:
  - An increase in use of Public Access Computers over same period last year at all branches (Q3 18-19 = 50.78% compared to Q3 19-20 = 64.33%)
  - The provision of meeting rooms impacted community use due to COVID-19 (Q3 18-19 = 87% compared to Q3 19-20 = 78%)
- 2020 – 2025 Sport and Recreation strategy development has commenced.
- Identification of council assets (tenure agreement type and length, types of asset) and other key information has been secured and held in central reference point. Consultation with key internal stakeholders has been undertaken regarding community infrastructure and identified needs.
- Council has processed credit accruals and infrastructure offset associated with various Infrastructure Agreements and Charges Notices. A new process has been implemented including an external third party review to increase transparency and improve customer service with improved timeframes.
- 100% of parking complaints addressed.
- The Cat Management Strategy has been reviewed. Relevant legislation and Local Laws are in place to regulate cat management within the community.



- The Department of Environment and Science has approved funding of \$200,000 to council under the “Illegal Dumping Partnerships” Program.
- 100% of customer requests in relation to amenity/nuisances were addressed.
- 100% of requests concerning animal permits were investigated.
- Australia Day Awards and March Citizenship Ceremony successfully delivered. Events compliant and no negative feedback received
- 25,200 event tickets sold from a possible 40,600 at 62% house occupancy as at 15/3/20
- The Gallery had 34,053 visitors during the third quarter.
- The TapeScape/ Construction Site Summer program was very popular with family visitors.
- Good feedback received from events and all had waiting lists.
- 62% reduction in number of dogs detected in natural areas
- 1,049 natural Area requests during period - 98% On time delivery (KPI >85%)
- 2,109 Open Space requests during period - 99% On time delivery (KPI > 85%)
- ICC Vehicle and residential street signage updated (end of life and new sites for street signage).
- Aquatic Centres had 222,060 attendees during the third quarter of 2020. Attendance is down year on year by 50,000 attendees for the quarter, with all three months experiencing less attendees



- Examples of completed promotional campaigns/initiatives for this quarter include; Educator's Link quarterly EDM, Ipswich in Autumn quarterly guide, Return to Elected Representation, Active at Home Video Suite, Development of 2020 Discover Ipswich Magazine, inclusion of Ipswich tourism operators in TEQ QLD promotional video

# 54%

Sentiment score for Ipswich City Council from the Customer Experience Focus Program.

- Immunisation clinics undertaken in accordance with agreement.
- 100% of applications are assessed and conditioned in accordance with relevant standards.
- Applications for road/traffic permits are assessed on an ongoing basis. Some compliance activities are undertaken to ensure permit holders comply with relevant conditions. 287 issues were addressed by the team during the quarter.

- 172 total complaint requests made in this quarter. Closed complaints (those not investigated) have been either a duplicate, found to have no offence or is outside of Council's jurisdiction.
- 63 complaints investigated or currently being investigated this quarter.
- No complaints received related to Flying-fox management
- Facility building maintenance: 1,307 requests during quarter.
- All facility building maintenance schedules on track. All park, playground and graffiti removal maintenance schedules on track.
- Picture Ipswich's social media profile and Picture Ipswich Quiz are demonstrating constant growth in both comments and shares.
- Ipswich Libraries' Digital Archivist is collaborating on the Heritage Education Kit that will soon be hosted on the Educators' Link website (and ultimately Picture Ipswich) to help our local children's learning from home.

## 29.3%

Number of animals reunited with families.

## 98.4%

Number of dog attacks resolved on time.

## 92.37%

Number of barking complaints resolved on time.



## Ipswich is a thriving city

- Group Attraction program developed and implemented to entice visitors to the city.
- The Landholder Partnership Program Review recommendation report has been finalised and program guideline documents have been produced and are awaiting approvals.
- >95% customer satisfaction rating achieved for learning initiatives for targeted communities.
- 12 Community training packages delivered to 139 adults with 100% customer satisfaction rating.
- 104 literature program activities and events delivered with >90% customer satisfaction rating.
- 2,523 Home Assist services delivered throughout the quarter, including 183 new client registrations.
- City Events team are working with Sports Marketing Australia (SMA) to assess any potential event acquisition opportunities for 2020 – 2022.



## 2,523

Number of services delivered through the quarter by the Home Assist Team



## 183

New client registrations

- 91% of funding and support acquittals due within the quarter were completed.
- Over the period 1 January to 31 March 2020, Council approved total funding of \$43,045.48 in Community Donations and Quick Response Grants.
- Over the period 1 January to 31 March 2020, 36 acquittals were due for submission which related to funding provided through the following programs:
  - Community Donations
  - Christmas/Festive Season Grants
  - Regional Arts Development Fund (RADF)
  - Quick Response Grants
- The following key programs and initiatives were delivered in the quarter:
  - Monthly 'Black coffee' meetings as part of council's Indigenous Business Capacity Building Program
  - Monthly lunches with carers in Ipswich as part of council's Weavers Program.
- Council continued its management of the Riverview Community Centre delivering regular social programs, such as Financial Counselling, Youth Support; and Food Security.



## The environment is healthy

- Pound Services delivered through contracted arrangement. With ongoing discussions in relation to construction of new pound facility.
- Domestic services landfill diversion = 32% (target 45%)
- Commercial services landfill diversion = 5% (target 15%)
- Domestic bins return to service within 24 hrs = 100%
- Domestic refuse & recycling service commencements within 5 days = 94%
- Green waste service commencement within 5 days = 92%
- Domestic bin repairs and replacements within 5 working days = 100%
- 35,741 domestic waste customers, an 11.5% increase compared to same time previous year
- Flora and fauna database maintained with multiple new records including several dozen hollow trees and 100 plus records of vulnerable species, Marsdenia coronata (slender milkvine)
- ICC input into the Qld Koala Conservation Strategy has been completed.

Domestic services landfill diversion **32%**

Commercial services landfill diversion **5%**



- Platypus recovery plan is a 70% draft and seeking feedback from select external stakeholders
- First round of new Nature Centre process implemented and received well by volunteers and Nature Centre staff.
- Enviroplan policy reviewed and replaced by broader Ipswich Enviroplan Program and Levy Policy.
- Round 2 of 2018/2019 environmental and sustainability funding and support grant projects completed and acquitted





Ipswich City Council  
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666  
[council@ipswich.qld.gov.au](mailto:council@ipswich.qld.gov.au)  
[ipswich.qld.gov.au](http://ipswich.qld.gov.au)

---

**Join us online:**

-  /IpswichCityCouncil
-  /IpswichCouncil
-  /ipswich-city-council
-  /IpswichCityCouncilTV