

IPSWICH CITY COUNCIL ■ OPERATIONAL PLAN

# 2021-2022

**QUARTER 3**  **REPORT**



# Acknowledgement of Country



Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land and waters we share. We pay our respects to their elders past, present and emerging, as the keepers of the traditions, customs, cultures and stories of proud peoples.

## **The Ipswich City Council – Indigenous Accord Symbol Story**

This symbol represents both Indigenous and Non-Indigenous People coming together, living and working towards a brighter future for the City of Ipswich and the greater Ipswich region.

Starting from the inner circle, these dots represent the Traditional Owners of the Land, the blue circle with fish represents the river and abundance. Moving outwards the landscape is represented including the rolling hills which surround the city. The triangular motifs represent a brighter future for Ipswich. The seated people around the outside represent members of the Ipswich City Council and members representing the Accord working together. **Riki Salam, We are 27 Creative.**

**Check out the Indigenous Accord at [ipswich.qld.gov.au](https://ipswich.qld.gov.au).**

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

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

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## CITY OPERATIONAL PLAN 2021-2022

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### Delivering iFuture outcomes through projects and programs.

The Annual Plan 2021-2022 includes Ipswich City Council's (council) Operational Plan and Budget papers to present an overview of the key initiatives, core services and financial management for the financial year and shows how we will progress towards achieving the city's vision and city-wide outcomes for the community. The *Local Government Act 2009*, supported by the *Local Government Regulation 2012*, requires council to prepare and adopt an annual operational plan for each financial year and assess its progress at regular intervals of no more than three months.

The Operational Plan must also demonstrate how it will progress the implementation of the Corporate Plan during its period of operation. Council may, by resolution, amend its annual Operational Plan at any time before the end of the financial year.

This report provides a progress report for delivery of the Operational Plan for the period 1 October 2021 to 31 December 2021 showing the Operational Plan 2021-2022 projects, together with the relevant Corporate Plan catalyst projects, presented in alignment with the iFuture themes.



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## LOOKING AHEAD: iFUTURE CORPORATE PLAN 2021–2026

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### Your vision, Our journey, Council's plan

In 2020–2021, council in partnership with the community, developed a new strategic Corporate Plan for Ipswich.

iFuture is Ipswich City Council's 2021–2026 Corporate Plan, which builds on previous plans, including Advance Ipswich 2015, to provide a renewed and contemporary focus for the future of the city. iFuture represents your vision, our journey and council's plan. iFuture presents the community's vision for 2041, shows how everyone has a role in getting there, and details council's plans and deliverables for the next 5 years.

IPSWICH

*a city of  
opportunity  
for all*

JOIN US

**iFuture, which includes the full 2041 community vision, has been divided into four themes:**



**Vibrant and Growing**



**Safe, Inclusive and Creative**



**Natural and Sustainable**



**A Trusted and Leading Organisation**

Each theme includes a 2041 vision statement and the outcomes council will achieve over the next five years. Catalyst projects and key service areas that contribute to the achievement of the outcomes are also included, as well as a section for how the community can contribute toward our journey.







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## COMMITMENT TO HUMAN RIGHTS

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

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

By delivering on council's corporate and operational plans, a positive contribution is made toward the protection and promotion of a number of these rights including:

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

For more information on human rights go to [lpswich.qld.gov.au](http://lpswich.qld.gov.au) and the [Queensland Human Rights Commission website](http://www.humanrights.qld.gov.au).

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## THE ROLE AND FUNCTIONS OF COUNCILS

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### What is local government?

A local government (or local council) provides a wide range of services and activities. Seventy-seven councils across Queensland contribute around \$7.4 billion to the state economy every year.

Councils have a much wider and more important role than many people realise. A council enables the economic, social and cultural development of the local government area it represents, supports individuals and groups, and provides a wide range of services for the wellbeing of the community. It also plays an important role in community governance and enforces various federal, state and local laws for its communities.

State Government Acts of Parliament define the powers of local councils. In Queensland that's the *Local Government Act 2009* (the Act). A number of factors, including the availability of funds, the size, location and demographics of the area, the commitment to maintain existing services, and the views, wishes and needs of the community, shapes the range and quality of services provided by a council.

The services provided by council fall under five broad categories:

- 1. Planning for sustainable development:** councils play a role in providing long-term strategic planning for local government areas, as well as in town planning, zoning and subdivisions. In addition, councils are responsible for processing most development applications, building site and compliance inspections and building regulations.
- 2. Providing and maintaining infrastructure:** providing local infrastructure is an important contribution councils make to their communities. For example, councils provide and maintain local roads and bridges, public car parks, footpaths, sporting fields, parks, libraries and art galleries. Councils must consult with their communities about providing and maintaining these assets.
- 3. Protecting the environment:** councils regularly assess the state of their local environments, provide environmental programs and use their regulatory powers to prevent pollution or restore degraded environments. They carry out activities such as garbage collection and recycling, street cleaning, regulating parking, controlling dogs and cats, and eradicating noxious weeds.
- 4. Providing community services and development:** councils consult with and assess the needs of their communities and use the information to target community development activities. They provide a range of services, including some aimed at groups in the community with special needs. Community services include libraries, home care services, swimming pools, playground facilities and sporting grounds and facilities.
- 5. Safeguarding public health:** councils help maintain high standards of public health and reduce the risk of exposure to a wide range of diseases through activities such as inspections of cafes and restaurants, waste management, pest and vermin control and hazardous material containment.

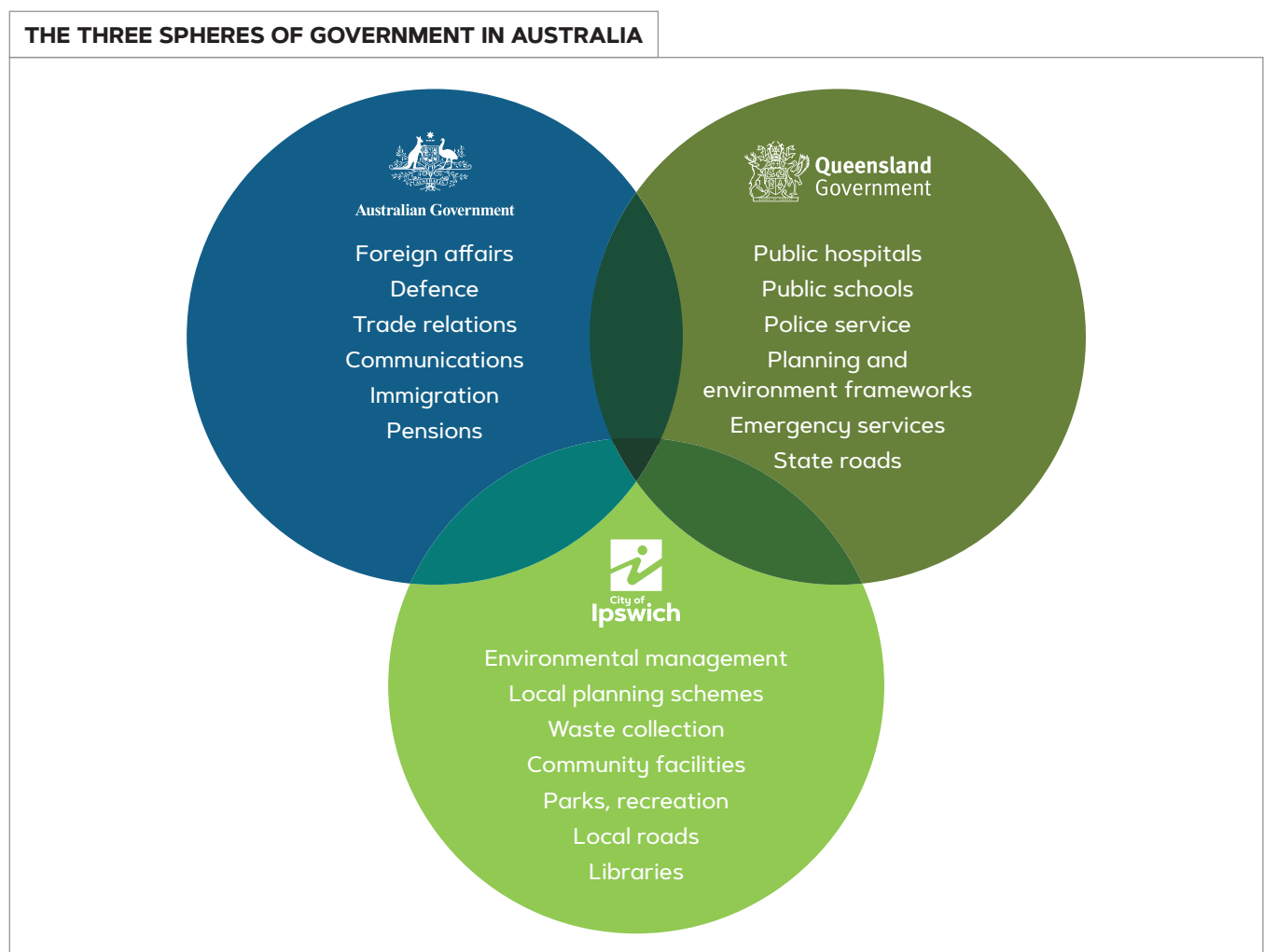
## The three spheres of government

Local government does not exist in isolation – it's one of three levels of government in Australia. It is important for councils to maintain strong relationships across these different levels of government, as each play distinct and important roles.

**Please note:** while many councils deliver their own water and sewerage services, in Ipswich this is managed by Urban Utilities (UU). UU is one of the largest water distributor-retailers in Australia, supplying drinking water, recycled water and sewerage services to a population of more than 1.4 million throughout South East Queensland. To learn more about UU, visit [Urbanutilities.com.au](http://Urbanutilities.com.au).

The Federal Government:	State Governments:	Local Governments (councils):
<ul style="list-style-type: none"> <li>raises money to run the country by collecting taxes on incomes, goods and services and company profits and spends it on national matters. For example; trade, defence, immigration and the environment</li> <li>has broad national powers, among other things, it administers laws in relation to defence, immigration, foreign affairs, trade, postal services and taxation.</li> </ul>	<ul style="list-style-type: none"> <li>raise money from taxes but receive more than half their money from the Federal Government to spend on state/territory matters. For example; schools, housing and hospitals, roads and railways, police and ambulance services</li> <li>have the power to look after laws not covered by the Federal Government for instance, land use planning, hospitals, schools, police and housing services.</li> </ul>	<ul style="list-style-type: none"> <li>collect taxes (rates) from local property owners and receive grants from federal and state/territory governments and spend this on local matters for example; town planning, rubbish collection, local roads and pest control.</li> </ul>

The diagram below gives examples of the broader responsibilities of the three spheres of government in Australia.



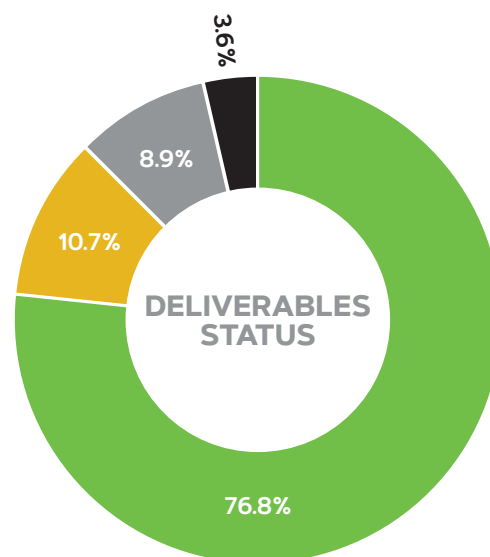




## PERFORMANCE QUARTER 3 2021-2022

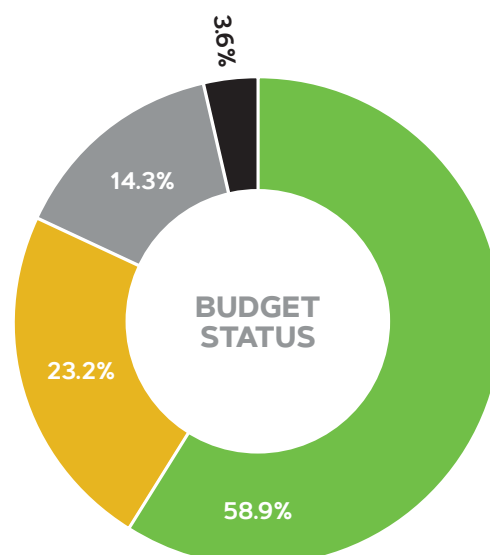
### Deliverables Status

STATUS		No.
ON TRACK	<span style="color: green;">●</span>	43
NEEDS ATTENTION	<span style="color: orange;">●</span>	6
AT RISK	<span style="color: red;">●</span>	0
OTHER*	<span style="color: grey;">●</span>	5
COMPLETE	<span style="color: black;">●</span>	2
TOTAL		56



### Budget Status

BUDGET STATUS		No.
ON TRACK	<span style="color: green;">●</span>	33
UNDER/OVER	<span style="color: orange;">●</span>	13
OTHER*	<span style="color: grey;">●</span>	8
NO BUDGET ALLOCATED	<span style="color: black;">●</span>	2
TOTAL		56



**\*Other status:** This status represents activity which is outside the standard status indicators. Reasons for use of this status include items that are completed, amended, discontinued, scheduled to start in a later quarter, deferred, may have no available reporting. If related to budget matters this status may include items of expenditure which are delayed, deferred or future scheduled.

# VIBRANT AND GROWING



## Much needed transport infrastructure unlocked by council

Plans to upgrade a section of Ripley Road will soon be underway after council repealed a previous resolution, allowing council to consider funding and delivery of infrastructure within the Ripley Valley Priority Development Area (PDA).

By repealing the PDA Trunk Infrastructure Provision, council can now commence the planning and design for the upgrade of Ripley Road to service the rapidly growing population. While sections of Ripley Road have been progressively upgraded by the responsible developers, a section of road has been left in its original state and is in desperate need of being upgraded to appropriate standards.

Council wants to find the best way we can to deliver upgrades to Ripley Road between Trigona Drive and Binnies Road along the length of the original Ripley town and have listened to the community before taking action.

Council wants to support the residents and address safety concerns, facilitate growth and find a way to get this section of road upgraded as quickly as possible. Council's decision to repeal this resolution now allows the flexibility to commence the journey and deliver better roads, bikeways and open spaces by incorporating Ripley infrastructure projects into council's capital works program planning and delivery.

Ripley Valley was declared an Urban Development Area (UDA) by the State Government in October 2010 and transitioned to a Priority Development Area (PDA) in 2013. The PDA is managed by the State Government department, Economic Development Queensland (EDQ).

In 2017, council adopted the Ripley Priority Development Area Trunk Infrastructure Provision that meant all trunk infrastructure be delivered and funded from the Ripley PDA Municipal charges or a catalyst funding allocation by EDQ.

## Willowbank Raceway receives high octane boost

In a massive economic injection for Ipswich sport, Willowbank Raceway received \$11 million to upgrade its facilities from the Federal Government. This is a welcomed funding boost at one of Ipswich's premiere sporting destinations which will support employment opportunities and provide a much-needed boost into the region as we continue our recovery from the pandemic. Established back in the 80s, this funding will ensure the success of the raceway into the future.

Many locally-based organisations that use the raceway will also benefit from improvements including Queensland Police motorcycle training, RAAF dog training and driver training schools.

To ensure leaseholders and stakeholder groups have an ability to provide input and recommendations regarding the future of the facility the Ipswich Motorsport Precinct Advisory Group (IMPAG) has been formed. The IMPAG provides a forum to enable issues to be discussed and as a council-run group, we can ensure the principles of good governance are applied to any decision-making processes.

The funding, through the Community Development Grants Program, will enable exciting improvements to the facility – from upgrades to the track, lighting and carparking, through to new amenities and other building works. The funding will generate jobs and economic growth in our Ipswich region, and it will attract thousands of people and world-class events.

Willowbank Raceway is part of the Ipswich Motorsport Precinct, an Ipswich City Council-owned facility.





## Financial boost available for local businesses

Small businesses in Ipswich can now apply for grants of up to \$1,500 to help with growth and development, thanks to a new \$150,000 program launched by council. The Small Business Resilience and Growth Program is another example council's commitment to being Queensland's first Small Business Friendly Council.

Small businesses are the heart of the Ipswich economy, making up over 95 per cent of the total businesses registered, and the past couple of years have required them to be nimble and tough to endure an increasingly challenging environment.

The Small Business Resilience and Growth program is a way council can assist businesses make

operational changes or pivots that will allow them to develop and strengthen their revenue streams.

It builds on a range of support programs that council has introduced, including a Buy Ipswich policy and publishing our forward procurement program, which opens the order book for local small businesses and locally-based suppliers to tender for council projects.

Reducing red tape for businesses is an area of focus for council, so the application process for the program was purposefully made simple and easy. With simple questions and word limits on the responses, no professional services or external consultants were needed to be engaged for the purpose of the application.



## New facilities being constructed at historic showgrounds

Work has started on a new modern combined amenities block and barbecue shelter at the historic Rosewood Showgrounds.

The current amenities at the Rosewood Showgrounds had been identified as part of council's asset rehabilitation program for replacement. The need for modern facilities was confirmed by the Rosewood community, who were then consulted on the location and layout of the new structures.

The old barbecue shelter has been demolished and construction of the new barbecue shelter and combined amenities block began in January with all work scheduled for completion in May 2022, depending on weather.

Once built, the combined amenities block will have male, female and person with disability toilets and showers and a laundry room. The new facility will also include a new barbecue shelter with barbecues and picnic tables. A new pathway will be installed joining the barbecue shelter and amenities block to the cultural hall and the car park. Once the work is completed on the new modern facilities, the existing amenities block will be demolished.

Council will continue to invest in improving infrastructure throughout Ipswich, with these new facilities supporting both local users and visitors to the Rosewood Showgrounds for years to come.

## Future recreational cycling and walking infrastructure prioritised

Council has listened to the community and adopted an action plan to guide recreational cycling and walking infrastructure planning over the next decade.

The Recreational Cycling and Walking Action Plan is part of council's Active Ipswich Strategy 2031 which aims to increase participation in recreational cycling and walking to support better health and wellbeing for residents.

The action plan envisages more connected, sustainable and safe recreational cycling and walking networks that increase opportunities for residents to embrace walking and cycling for exercise, fun or alternative travel methods.

Council has adopted a comprehensive, long-term action plan that will provide a structured and methodological approach to the planning and prioritisation of future community cycling and walking infrastructure.

The action plan also aims to plan and develop supportive cycling and walking communities, including increasing educational walking and cycling programs, and foster safe walking and cycling culture within Ipswich.

In 2021, Ipswich residents were directly engaged via a Shape Your Ipswich survey, which asked residents what is the most important factor that would influence their decision to walk or cycle for recreation.

A review of the data from the 627 responses told council residents wanted to see more footpaths, more walking paths and tracks, better safety, separation from traffic, and more shade and lighting along walking paths.



## THEME 1 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project Capital Project	Continued development of the Nicholas Street Precinct – including construction and related costs of the Administration Building – 1 Nicholas Street, Civic Plaza – Tulumur Place, and retail precincts	<p>Retail leasing program is progressing, and at its Special Meeting on 10 March 2022 council approved entering into leases for the following Nicholas Street Precinct tenancies – Metro B tenancies 2B01 and 2B08/09 and the Commonwealth Hotel.</p> <p>Activation program is continuing in Tulumur Place. As an example, the Handmade Expo market held on 12 March 2022 in Tulumur Place had a great vibe and strong attendance (approx. 5,000).</p> <p>Hutchinson Builders continued refurbishment works on the Eats and Metro B buildings. Final works to Eats are forecast to be predominately completed before the end of March 2022. Metro B and adjacent streetscape works are now scheduled to achieve practical in late April 2022 which will allow tenant fit-out to commence.</p> <p>In December 2021, council endorsed entering into an agreement for lease (AFL)/lease with the preferred operator for the cinema complex within the Venue building. A three-month exclusivity/ due diligence period is currently underway. Council conditioned its approval of the refurbishment of the Venue building upon the AFL being executed.</p>	●	●	●		●
Catalyst Project	Ipswich Central Revitalisation Project to deliver a Precinct Positioning Framework and Place Plans for 'Top of Town' and 'Ipswich Central Core'	<p>The Reimagining Bottle Alley project was launched on 1 January 2022 via various methods and there has been a lot of interest from the community. In January, the Ipswich Central Partnership continued the beautification of Bell Street with the painting of 3 planter boxes. The QLD Government Architects Office has progressed the project plan for the Healthy Places: Ipswich Central Pilot Project.</p> <p>Funding for a Walking Network Plan has been granted by the Department of Transport and Main Roads between the Ipswich train station and the hospital, the project is due to commence mid-2022.</p> <p>Other status information: Budget to date has been funded through Office of Economic Development and funding from external agencies. Project budget bid is part of 2022–2023 Project Initiation and Prioritisation Process.</p>	●	●	●		●
Catalyst Project	Commence implementation of the Active Ipswich Strategy	<p>Work has commenced on establishing the documentation and governance required to deliver on the priorities of the Active Ipswich Strategy 2031 (AIS2031) Implementation Plan that was finalised and formally adopted by council on 24 February 2022.</p> <p>In the period since the AIS2031 was adopted, the Recreational Cycling and Walking Action Plan, a key action, has been achieved. Additionally, several actions have also been progressed during the quarter, including:</p> <ol style="list-style-type: none"> <li>1. Establish a regional Healthy Active City Alliance – through conversations with existing networks, and engagement of councillor representatives, this will merge with the existing 'West Moreton Obesity Action Group' – with a first meeting on 25 March 2022.</li> <li>2. Aquatic Facilities Action Plan – plan nearing completion and expected to be delivered mid-2022.</li> </ol>	●	●	●		●
Catalyst Project	Small Business Friendly Council progress focused on local business support, business attraction and red tape reduction	<p>The Small Business Resilience and Growth Program was launched on 1 February with \$150,000 in grants available to support local businesses to increase their resilience and grow despite the ongoing challenges of COVID-19 and an unpredictable trading environment. Those funds were exhausted in just 8-weeks, supporting 153 Ipswich small businesses to 'Reinvigorate' their business premises or 'Go Digital' with online marketing and sales.</p>	●	●	●		●
Catalyst Project	Continue planning for the Ipswich Planning Scheme	<p>Elements of the scheme have continued through the drafting phase. Consultation has continued with the State Government on elements of the scheme. A stakeholder engagement plan is currently being developed for the Planning Scheme. Progress of the Planning Scheme is being actively monitored by the Project Sponsor.</p>	●	●	●		⬇
Catalyst Project	Continue planning for the Local Government Infrastructure Plan	<p>Delays with tasks related to the Ipswich Population Modeller have continued, although relevant activities have been put in place to minimise impacts. Despite these efforts, after impact assessment by the project team, a change request to shift some milestones was completed and approved by Project Sponsors. The overall delivery timeframe for the project remains unchanged.</p> <p>Other project activities, not affected by the Ipswich Population Modeller, have progressed.</p>	●	●	●		⬇
Catalyst Project Capital Corporate Project	Partner to deliver the Brisbane Lions Centre and Training Facility	<p>Construction is progressing extremely well with all works on Brighton Homes Arena expected to be completed by September 2022.</p> <p>The Lions expect to occupy the site shortly after this. The project remains on time and on budget.</p>	●	●	●		●

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Deliver major road upgrades to Redbank Plains and Springfield	<p>Telstra have continued their service relocation works with works completion now expected in February, due to COVID-19 affecting the contractor undertaking the work. Energex Overhead works from Highbury Drive to Kruger Parade remains 90% complete and will be completed following scheduled stormwater relocations, during the main contract period.</p> <p>The Principal Contractor has been engaged with work to commence in early 2022. It should be noted that the industry is experiencing delays with the lead time required for the supply of reinforced concrete pipes. It is likely this will impact Redbank Plains Road and potentially delay the commencement of works.</p> <p>Major milestone was achieved with the bridge beams placed on the Opossum Creek Bridge.</p> <p>Earthworks are 95% complete with the balance to be completed following the remaining bridge and culvert works. The bridge piles and abutments are complete, and the walkway slabs are manufactured.</p> <p>UU water main are 90% complete and are currently on schedule.</p>	●	●	●		●
Catalyst Project	Ipswich Central to Springfield Central Public Transport Corridor options analysis and business case development	Ipswich to Springfield Corridor (I2S) – The SEQ City Deal has allocated \$2.5m towards the Options Analysis, and a further \$7.5m towards the Detailed Business Case, subject to Options Analysis outcomes. This total \$10m allocation encompasses the \$500,000 council commitment towards the I2S Options Analysis.	●	●	●		●
Catalyst Project	Successful delivery of the Capital Works Program	<p>There were two projects that did not meet budget projections across the Asset Rehabilitation program of work, which were Whitwood Road project and the Gravel Resheeting program these projects were delayed due to recent wet weather. These were partially offset by increased spends across the resurfacing program, Redbank Plains Recreational Reserve Lighting and South Station Road rehabilitation projects with increased outputs heading into the Christmas Closedown period.</p> <p>As mentioned above and in previous reports, the current phasing of the Whitwood Road landfill rehabilitation project is out of alignment with the original budget baseline. Due to recent wet weather the project is now retargeted to be completed in June 2022.</p> <p>Advanced works were undertaken on Denmark Hill Upgrade project and advanced design progress on the Suttons Park Skate project.</p> <p>Queen and Albert Street intersection project has been rephased with NBN service relocation scheduled to commence shortly and main construction works scheduled to commence in April. Due to industry delays this project will now be completed in the 2022–2023 financial year.</p>	●	●	●		●
Operational Project	City Events Plan 2021–2022 and Destination Development Plan 2021–2022 which generate regionally significant awareness, engagement and visitation driving positive social and economic impact	<p>Recovery of visitation has been strong, driven by the day tripper market (up 23% on 2020, best result in SEQ). Domestic overnight travel is not recovering well (18% down on 2020) and we will be focusing on stronger messaging around staycations and have begun working with local operators to support this approach.</p> <p>The 2022 Discover Ipswich Visitor Guide has been curated, designed and sent to print for pre-Easter distribution. The following events have been attracted and secured for the city:</p> <ul style="list-style-type: none"> <li>– 2022 Nationals Over 35 Men and Women's Softball Championships</li> <li>– 2022 Softball QLD Open Women's State Championships</li> <li>– 2023 U16 Boys' Softball State Championships</li> </ul>	●	●	●		●
Operational Project	Industrial Land and Investment Strategy delivered with an action plan to position, profile and attract measurable growth	It has been decided to not proceed with this project. The report prepared by CDM Smith, 'Ipswich Industrial Land and Employment Needs Analysis' will inform the refreshed Economic Development Strategy in relation to the city's industrial land availability and competitive strength in the region.	●	●	●		●
Operational Project	Engage with Australian Rail Track Corporation (ARTC) regarding the impacts of the Inland Rail Project to the LGA	<p>Engagement with ARTC on the Inland Rail project has continued. There are weekly technical meetings with ARTC and council's Project Manager, as well as monthly working group meetings.</p> <p>ARTC are working through the Environmental Impact Statement (EIS) and continue to seek additional information and are liaising with council through this process.</p>	●	●	●		●

#### DELIVERABLES STATUS KEY

● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER\* ● COMPLETE

#### BUDGET STATUS KEY

● ON TRACK ↓ UNDER ↑ OVER ● OTHER\* ● NO BUDGET ALLOCATED



# SAFE, INCLUSIVE AND CREATIVE



## Ipswich Australia Day Awards

In January the 2022 Ipswich Australia Day Awards celebrated many special residents in our city and recognised the wonderful work they do in building and supporting our community.

Congratulations goes to Zoe Knorre, Chief Executive and founder of Grace Homestead, as the 2022 Ipswich Citizen of the Year.

Almost 40 nominations were made for the 2022 Ipswich Australia Day Awards. Finalists and winners in each category were selected by a five-person judging panel.

The Ipswich Australia Day Awards are an opportunity for the community to honour outstanding contributions of our fellow citizens and every nominee and finalist for this year's awards has been on a journey of making change, big and small, across the city and beyond.

Congratulations and thanks go to all our 2022 award nominees who are shining examples of how truly innovative and supportive our community continues to be.



### Tivoli resident 'takes the reins' on local landmark

If you drive into Ipswich via the suburb of Tivoli, you will pass an old, heritage-listed horse trough on Tivoli Hill.

Until recently, it was a mostly unremarkable landmark, but thanks to one proactive Ipswich citizen, Sandra Logue who is a born and bred Ipswich local, it now serves as a cheerful welcome at the entrance to the city.

Water troughs like these were installed throughout Ipswich in the early 1900s for horses and cattle to drink from. This particular concrete trough was built circa 1921 and was used by milk carters who worked at the dairy in Moores Pocket.

Council was proud to be able to support community requests such as the Tivoli Hill horse trough beautification project. Council hopes local residents and passers-by appreciate both the heritage of the horse trough, and the newly created gardens.

Suggestions from the community are welcomed and council looks forward to working with residents to make Ipswich beautiful for generations to come.

Ms Logue, who is a member of the **Ipswich Horticultural Society**, was very happy with the outcome.

Council encourages Ipswich residents to take pride in their environment, and to report issues affecting the aesthetics, safety or street appeal of their suburbs.

### Modern technology to reveal ancient secrets at Ipswich General Cemetery

Ipswich's oldest cemetery burials are about to be mapped for the first time through the use of ground penetrating radar.

The innovative use of technology is part of a council project to redesign some of **Ipswich General Cemetery** that was razed by the Cemetery Trustee in the 1970s. Unfortunately there are limited records of burials from this time.

Graves in the historic Ipswich General Cemetery date back to the mid-1840s. Burials in the oldest part of the cemetery were organised into cultural and religious groups including a designated area for First Nations people who we do have some burial records of, from as far back as the 1880s.

Sadly, many of the headstones have been removed or destroyed when they moved from their original location in the 1970s by cemetery trustees who cleared the site to reduce maintenance costs.

The Ipswich General Cemetery Heritage Project will develop a conceptual design for a new area to rehouse and integrate the existing memorials into a new landscape as well as to consider new interment opportunities for cremains.

### Join a Community Panel and help shape the future of Ipswich

Ipswich residents now have the opportunity to lend their experience and voice to council's decisionmaking, by getting involved in new community panels that will help shape the city now and into the future. Prospective panellists don't need to be experts or familiar with council policy or process, just passionate about their city and prepared to put in a pinch of their own time.

The Ipswich community is at the heart of everything council does, and we recognise that community members are best placed to identify and understand the challenges that affect them. Ipswich is South East Queensland's fastest-growing city, growing at four per cent every year to 2026, and is projected to rise to half a million people by 2041 – holding honest, respectful conversations is critical in informing how our city grows.

Diverse perspectives help council develop a balanced understanding of community experiences and ensures that our decision-making is well-informed. Anyone aged over 16 and who lives, works, studies, owns a business in Ipswich, or is an Ipswich ratepayer is invited to join.

























Young people, Aboriginal and Torres Strait Islander people, Pacific Islander community members, people with disabilities, our multicultural community and people from all walks of life and backgrounds are encouraged to register. Community panel members will have the opportunity to provide local knowledge and be involved in a range of projects, be engaged on problems as well as solutions and be listened to, heard and given opportunities to influence decisions that make impact.

The community panels replace the five Community Reference Groups (**CRGs**) which commenced in 2019. The CRGs played an important and significant role in a number of significant council projects such as development of **iFuture**, council's corporate plan, and the naming of places and spaces in the Nicholas Street Precinct.

Community Panel members can be involved in as much or as little as you like, on the topics that are of most interest to you. Help shape Ipswich by joining council's community panel at **Shape Your Ipswich**.



## THEME 2 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Finalise the sale of the council buildings in South Street	This deliverable has been completed. Sale of the relevant buildings to Queensland Health was finalised on 25 October 2021.					
Catalyst Project	Ipswich Arts and Cultural Strategy evolves with the momentum of the Creators of Ipswich to frame a creative economy, build local capacity, develop partnerships and grow the ecosystem	<p>After a public expression of interest campaign, the inaugural members of the Ipswich Arts Advisory Group (IAAG) have been appointed. This group will provide a valuable connection between the creative community and council to inform policy and programming. The first meeting will be held in April.</p> <p>Entries for the Ipswich Art Awards opened in on 2 February 2022 and entries are coming in.</p> <p>Due to the recent flood event the Creators of Ipswich Summit has been postponed from April to June–July.</p>					
Catalyst Project	Continue Planning for the new Planning Scheme to conserve and enhance the city's built heritage, as well as recognise the cultural landscape values	<p>Elements of the scheme have continued through the drafting phase. Consultation has continued with the State Government on elements of the scheme.</p> <p>A stakeholder engagement plan is currently being developed for the Planning Scheme.</p> <p>Progress of the Planning Scheme is being actively monitored by the Project Sponsor.</p>					
Catalyst Project	Ipswich Libraries Strategy delivered to prescribe the products, services and facilities desired to support the range of Ipswich communities	The consultation process continues for the updated draft Ipswich Libraries Strategy. Priorities are currently being reviewed in line with customer and community requirements.					
Catalyst Project	Commence the Strengthening Ipswich Communities Plan (SICP)	<p>Project activities continue to track well. Responses to consultants required to undertake service catchment analysis have been received and contract finalisation is underway. An additional brief has been developed to be sent to market for workshop activities, with the input gained to inform the review and development of the Desired Standard of Service.</p> <p>A community engagement plan has been drafted as planned for quarter 3. This plan will continue to be revised as the project progresses.</p>					
Catalyst Project	Indigenous Accord 2020–2025 phased implementation	<p>The Aboriginal and Torres Strait Islander Employee Working Group was launched on 17 March (Action 3.2.3 of the Accord). Council's Executive Leadership Team have endorsed Cultural, Ceremonial and NAIDOC leave that will be included in the 2022 Certified Agreements (Action 3.2.1 of the Accord).</p> <p>Council continues to engage with the Communication and Engagement Branch for the Aboriginal and Torres Strait Islander War Memorial, and Community Healing and Remembrance Place in Queens Park.</p> <p>Monthly Black Coffee events continue to be very successful within the community.</p>					



PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Community Development Strategy implementation responding to community needs and growth	<p>Community Development officers responded to the February flood event with a 24/7 roster at the Ipswich Evacuation Centre, working alongside a range of community service organisations to provide support across a wide range of human and social needs. This work is closely aligned with the outcomes of Pillar 1 of the Community Development Strategy, Capacity Building and Resilience.</p> <p>Also under this pillar the Resilient Leadership and Mentoring Program commenced, building the resilience of community centre leaders. Through the program the participating community centre leaders will design a Resilience Leadership Model to strengthen the collective adaptive capacity across the city to manage sudden change and disruption, create community connectedness and to grow as a resilient region.</p> <p>Under pillar 5, Civic Participation and Leadership, the Ipswich Youth Leadership Academy began, with 50 young people attending the launch of the program. Over six sessions Ipswich high school students will explore how they can build their personal brand, prepare for the future of work and make a difference in their local community.</p>	●	●	●		●
Capital Corporate Project	Art Gallery – purchase of artwork, upgrade and replacement of furniture, fittings and equipment	Opportunities for new purchases of artwork for the Gallery were taken up and delivery is expected during quarter 4.	●	●	●		●
Capital Corporate Project	Ipswich Civic Centre / Studio 188 / North Ipswich Reserve Corporate Centre – upgrade and replacement of furniture, fittings and equipment	Product scanning, research and identification has been completed with selected items ordered during the quarter. Expected delivery of these items has been delayed due to high demand and limited local stock levels. Delivery is expected ahead of the end of quarter 4.	●	●	●		●
Capital Corporate Project	Library Services – upgrade and replacement of furniture and fittings, library pod deployment and logistics hub fit out	Library Services facilities upgrades, and replacements are progressing at various locations. Pod deployment funding has been reassigned for this financial year.	●	●	●		●
Capital Corporate Project	Community Safety and Innovation – upgrade and replacement of CCTV cameras and equipment, and upgrade of security systems	This project continues and is on track, contributing to Theme 2 of iFuture of Safe, Inclusive and Creative.	●	●	●		●

**DELIVERABLES STATUS KEY**

● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER\* ● COMPLETE

**BUDGET STATUS KEY**

● ON TRACK ⬇ UNDER ⬆ OVER ● OTHER\* ● NO BUDGET ALLOCATED

# NATURAL AND SUSTAINABLE



## Community recovery and support continues after Ipswich flood

Disaster response and recovery support for the Ipswich community continued as the community entered the fourth week since the flood event.

Since the warnings for major flooding were sent out in late February, Ipswich City Council's Local Disaster Management Group swung into action followed by the Local Recovery and Resilience Group.

Council joined with many other agencies from all levels of government and the non-government sector to lead a coordinated and effective response.

Councillors were out with their communities relaying information to and from residents on what was happening each day and the recovery support available.

There were many community-led approaches along with support from volunteers and council staff coming together and that meant council was able to make collaborative decisions on recovery activities and resource allocation.

Council assisted the community to remove almost 10,000 tonnes of waste with 4,200 tonnes of that being flood waste material, from the city.

Council will continue to identify recovery priorities through community consultation and guide decisions about resource allocation and management of projects with a medium to long-term view on recovery.



## Troops embedded in Ipswich's flood-impacted suburbs

The number of troops on the ground in Ipswich's flood-impacted suburbs has risen to 451 as the Australian Defence Force (ADF) supports council and assists Ipswich residents.

The ADF will continue assisting council with flood relief at Colleges Crossing Recreational Reserve, which was hit particularly hard by recent flooding. Council is working closely with the ADF on disaster relief after the flood.

The ADF has continued to arrive each day and spread out into the priority areas that best assists the community.

As of March 21, the ADF had assisted with the clearing of 107 homes, 26 community facilities and a number of roads within Ipswich.

327 truckloads of water damaged items and flood debris had been removed from across Ipswich.

The ADF formed two task units to support Ipswich City Council – Task Unit Eagle and Task Unit Heeler.

The Task Units carried out critical flood relief activities in the Ipswich Local Government Area, with just under half of those 451 personnel being from our own RAAF Base Amberley.

While predominantly made up of Royal Australian Air Force personnel, the units also comprise of members from the Australian Army and Royal Australian Navy making it a truly joint contribution with some members travelling from ADF units in Victoria and South Australia to assist with the clean-up.

## Mobile nurseries to deliver 120,000 free plants to Ipswich residents

Council's Free Plant Program took to the streets in February as the mobile nursery began visiting local suburbs. More than 100,000 free plants are up for grabs in 2022, with residents entitled to six free plants each financial year under the Free Plant Program.

Council is dedicated to greening the city as much as possible for the benefit of residents, native fauna and flora, and our environment. Studies show gardening reduces stress, decreases risk of heart disease, stroke and diabetes, makes people happy, keeps their minds sharp, and helps them sleep better.

The mobile nursery ensures all members of the community have convenient access to the program.

To collect free plants, residents must bring along a current rates notice or a copy of their landlord's rates notice if renting, Department of Public Works and Housing rental statements, defence housing authorised brochure, or driver's licence or senior's card with current residential address as proof of address.

Plant species are chosen to suit local climate and soil conditions and are proudly propagated and grown in council's production nursery.

## Griffith University and landholder collaboration to improve Ipswich waterway health

Vital Ipswich river systems will benefit from collaboration to improve waterway health at Franklin Vale Creek as a restoration plan has been developed between council, landholders and the Australian Rivers Institute at Griffith University.

Bank instability and erosion are significant issues at Franklin Vale Creek that cause problems for water quality downstream as the Franklin Vale Creek drains into the Bremer River (via Western Creek) which, in turn, is a tributary of the Brisbane River.

The Franklin Vale Creek Restoration Plan 2021–2026 provides a clear direction for the next five years for collaborative efforts to restore and improve the catchment's waterway condition.

Actions to date have included revegetating the creek corridor, creating off-creek watering points and stock exclusion fencing.

Funding for the works comes from council's Stormwater Quality Offsets Scheme which is a developer funded program to improve water quality and waterway health.

Council launched the Franklin Vale Creek Initiative in 2019 to kick start restoration works in partnership with landholders and are pleased that the Australian Rivers Institute at Griffith University has been involved with long-term planning for this important region.

The plan involved input from landholders in the catchment and will ensure decisions are based on the best available science and targeted to achievable restoration objectives.

The Franklin Vale Creek Restoration Plan 2021–2026 was endorsed at council's Ordinary Council Meeting on 24 February 2022.



## Ipswich is abuzz with native beehives

There was plenty of buzz and excitement at the Ipswich Visitor Information Centre in January when its Australian native stingless beehive was split for the first time.

Council is dedicated to greening the city as much as possible for the benefit of residents, native fauna and flora, and our environment and bees are integral to the ecosystem.

Bees are responsible for pollinating native plants such as the ones grown in the Queens Park Nursery, so council keeps a hive at the Visitor Information Centre where people can visit and learn about them.

There was recently a lot of bees and bee activity at the hive which is a sign that the hive is ready to be split to propagate a second hive. Splitting a hive is a delicate procedure as bees may become upset, so the president of the Australian Native Bee Association, Ian Driver, was invited to perform the split.

Mr Driver gently removed the beehive from its purpose-built box and lifted the lid to reveal 'sugarbags' of honey, and then the second part of the box to reveal the 'brood', or nursery. He then added two new sections of box to create two hives from the original hive.

The original hive still has its queen, and a new queen will emerge in the other. We now have two functioning hives with plenty of room for the queens to lay eggs and build their community.

More bees mean more pollination of native plants and, of course, more honey.

Native bee's typically produce far less honey than European bees, though Mr Driver was able to harvest around 400ml of honey from the original hive.

The recent popularity of keeping Australian native stingless beehives in people's gardens is less to do with honey and more about the environment and sustainability.

If a beehive isn't your thing, you can also help our native bees by protecting native vegetation, and planting pollen and nectar-rich native flowers in your garden.



## THEME 3 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Finalise the Urban Greening Plan and commence the Nature Conservation Strategy as part of the Green Corridors Strategy	The draft Urban Greening Plan has been developed and shared with internal stakeholders for their review and feedback, work is continuing to refine the plan and subsequent Implementation Plans from the feedback. Tree plantings have already commenced by council's Urban Greening Program team in identified vacant tree sites in Goodna, Redbank and Booval.	●	●	●		●
Catalyst Project	Develop a Natural Environment Policy and Strategy	Internal stakeholder engagement across council is continuing in order to gain input into the draft Natural Environment Strategy.  An environmental consultant was engaged in February to assist with the development of the strategy and associated supporting documents, the project is still on track with delivery of the strategy expected in December 2022.  Work has also continued on the development of the 'Current State Report', which will inform the strategy.  Budget for the project is currently under spent due to savings made in consultant engagement fees.	●	●	●		↓
Catalyst Project	Revitalise and implement council's Sustainability Strategy	The Sustainability Strategy was formally adopted by council on 9 December 2021 and is available on council's website.  An Implementation Plan has been drafted, identifying priority actions required to deliver on the strategy. A funding submission has been made to the State Government to progress the rooftop solar projects identified in the plan. Internal stakeholder engagement is ongoing in preparation of delivering the priority action items.  Work is being done to develop a report on climate-related disclosures to incorporate into council's financial statements as well as incorporating sustainability indicators into council's Annual Plan.	●	●	●		●
Catalyst Project	Strengthen our programs to deter illegal dumping and littering	The two Compliance Officers (Litter and Dumping) actioned 463 reported incidents of illegal dumping and littering which led to 17 Enforcement Actions. The State Government Department of Environment and Science (DES) grant has been successfully awarded and council is about to commence recruitment of an additional two staff.	●	●	●		●
Catalyst Project	Continue planning for the new Planning Scheme to guide protection of our natural environment and encourage access to green community spaces	Elements of the scheme have continued through the drafting phase. Consultation has continued with the State Government on elements of the scheme.  A stakeholder engagement plan is currently being developed for the Planning Scheme.  Progress of the Planning Scheme is being actively monitored by the Project Sponsor.	●	●	●		↓
Catalyst Project	Prepare a program of work and implement parts of the Waste and Circular Economy Transformation Directive Program	The draft Waste and Circular Economy Transformation Directive Implementation Plan is being finalised for Chief Executive Officer (CEO) review and endorsement during quarter 4. Work is also continuing with the Sustainability team on the internal waste minimisation program.  Council is currently drafting the Waste Code of Practice under principle one of the directive, with the intention to finalise later this year. The Code of Practice is to be supported by WRIQ (Waste Recovery Industry of Queensland) with the new CEO Dr. Georgina Davis currently reviewing, comment is expected later in April.  Council is awaiting the Joint Task Force with the State Government to be reconvened with a number of actions still to be completed from the Action Plan.	●	●	●		●
Operational Project	Kerbside Collection	The large item kerbside collection program commenced 17 January 2022. Collection continued for 7 weeks and was temporarily suspended due to the flood event in SEQ in late February/early March to support flood waste collections. The program recommenced from 28 March and is expected to be completed by mid-July 2022.	●	●	●		●
Operational Project	Develop a detailed Waste Infrastructure Plan	The first draft of the Waste Infrastructure Plan (referred to as the Resource Infrastructure Recovery Plan) has been sent to internal stakeholders for review and feedback, where applicable. Work is on track to deliver the plan by the end of the 2021-2022 financial year.	●	●	●		●

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Operational Project	Future waste collection services – FOGO Trial (Food Organics, Garden Organics)	Work has been focussed on capturing participation rates, contamination rates and diversion rates from the trial. Material collected from the FOGO bins is continuing to climb steadily, with the material making up approx. 50% of the total waste stream. The FOGO Trial quarterly survey was undertaken in February, with 102 surveys submitted, which will be analysed and presented as a quarterly report to council. A consultant has been engaged to facilitate community education programs across the city which will focus on minimising load contaminations.	●	●	●		●
Operational Project	Deliver upgrades to Rosewood and Riverview Transfer Stations	A consultant was engaged in February to commence the delivery of a detailed construction design for the upgrades to Riverview. Work has commenced on the procurement specifications to engage a professional civil engineering service to complete a detailed construction design for Rosewood. Meetings have been held with relevant council departments to discuss other requirements for both sites (e.g. road construction/upgrades, fencing). State funding under the SEQ Community Stimulus Program has yet to be expended as the project planning commenced in quarter 2, this status is expected to change as the projects develop.	●	●	●		⬇
Operational Project	Urban Heat Island partnership	The Urban Heat Island Partnership remains ongoing with Griffith University and the University of the Sunshine Coast. The Stage 2 report from the university researchers is due in April 2022. An online community survey via Shape Your Ipswich has been active since November 2022 to ascertain people's relationship with the urban environment in terms of thermal comfort and the built/natural environment. The survey is still open with 62 respondents to date. A face-to-face survey was conducted by the researchers conducted on the streets of interest with community members in February 2022. Project continues until end of financial year 2022–2023.	●	●	●		●
Operational Project	Renewable Energy Plan	Future Fuels funding has become available through the Australian Renewable Energy Agency (AREANA) which can fund heavy vehicle Electric Vehicle (EV) transition and charging infrastructure. A proposal has been prepared to submit to AREANA for the first expression of interest phase of the funding process. The funding will enable council to bring forward the purchase of six heavy electric vehicle plus associated charging infrastructure.	●	●	●		●
Operational Project	Enviroplan Project: Acquisition of significant nature conservation land and loan servicing	Loan servicing is maintained. Acquisition of conservation land has not occurred within this quarter due to no suitable land being identified.	●	●	●		●
Operational Project	Enviroplan Project: Community nature conservation partnerships and support	The project is on track to transition all members onto a new agreement by the end of May 2023. Current budget is under due to phasing, however expenditure is expected in quarter 4 through two rounds of Nature Conservation Grants.	●	●	●		⬇
Operational Project	Enviroplan Project: Nature conservation planning	The Natural Environment Strategy development is underway. A consultant has been engaged to assist in the drafting of the strategy for internal and external review. A community survey has been prepared and will be launched on Shape Your Ipswich in April 2022.	●	●	●		⬇
Operational Project	Enviroplan Project: Embellishment, capital and operational management investment within the Natural Area Estate	All on going capital projects were impacted by the flood event of February and March, some projects experienced delays of up to 4 weeks. Denmark Hill and Hardings Paddock landscaping component still on track for completion. Some priorities have pivoted to respond to areas which now have restricted access due to the impact of the flood event. Fire risk management program is behind due to whether conditions preventing burns and impacts of the flood event preventing access for vegetation removal. The fire risk management works are likely to be minimal in throughout quarter 4 with deferment to 2022–2023 financial year. Other status has been selected due to delays to works within this project.	●	●	●		●

#### DELIVERABLES STATUS KEY

● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER\* ● COMPLETE

#### BUDGET STATUS KEY

● ON TRACK ⬇ UNDER ⬆ OVER ● OTHER\* ● NO BUDGET ALLOCATED



# A TRUSTED AND LEADING ORGANISATION



## Landfill application called in by State Government

Despite council rejecting an application for a new landfill at Ebenezer, the State Government has announced it will call-in the Wanless proposal and override Council's planning process.

Council, its planning officers and an Independent Decision Review Panel were in agreement with the decision to approve the resource recovery components of this application, but to oppose the creation of yet another new landfill site for Ipswich.

Council will now turn its attention to ensuring the Deputy Premier has all the relevant information in considering this matter, particularly the negative environmental and community impacts of this proposal.

The development assessment process will restart at the start of the application process and the application will be publicly notified.

Council wants to ensure the views of the Ipswich community, particularly those residents who will be directly affected by this development, are well represented and encourage interested community members to continue to follow this process and to make their voices heard, particularly during the formal public notification period.

The appeal of the Wanless proposal currently in the Planning and Environment Court will now cease and will be superseded by this process.





# IPSWICH FLOOD RECOVERY

## Rate relief for flood-impacted Ipswich residents and businesses

Rates relief is being offered for hundreds of flood-impacted residents and businesses as part of council's flood assistance package.

Under the relief program, ratepayers impacted by flooding will be provided with a \$250 concession off their next rates bill.

Residents and businesses who have been impacted by flood inundation resulting from the severe weather event in February will receive a \$250 rates concession, pay off rates over a longer period of time, have discounts granted and interest waived on arrears.

Council provided assistance to the community during, and in the immediate clean-up after the event, facilitating access to evacuation centres, flood clean-up, additional waste collection and disposal services as well as emergency repair works to roads and community facilities.

Council gave consideration to what additional financial assistance could be provided to aid the recovery and the measures were aimed to relieve hardship for those in the community who are doing it tough after the flood event.

There were 836 ratepayers who were financially impacted by COVID-19 in the 2020–2021 financial year, who had sought help from council and this package would offer similar relief arrangements.

Council was able to assist those ratepayers through its rates relief program and the flood relief package offered for ratepayers whose land was inundated or partially inundated.

A range of council's planning, building, plumbing and drainage fees were proposed to be waived or discounted where required for the rebuild or repair of an eligible flood affected property.

Fees have been discounted by 50 per cent for animal impoundments, where the impounding has occurred as a result of the flood event. There were between 600 to 1,000 properties potentially impacted by the 2022 floods that may be eligible for these concessions and the flood assistance package will compliment assistance offered by other levels of government as well as the numerous charity organisations working with the community.

## Ipswich's 162nd birthday

On Thursday 3 March 2022 Ipswich celebrated 162 years since the Municipality of Ipswich was declared by His Excellency Sir George Ferguson Bowen.

On this birthday, the spirit of Queensland's oldest provincial city was again on show as we responded to and recovered from one of our most significant natural disasters.

Ipswich's long community history has served Ipswich so well in these times of challenge as community spirit and resilience are some of our defining features.

We may be Queensland's fastest growing city, but over 162 years we have developed a strong heritage and deep roots which will now see our community come together through these difficult times to celebrate many future birthdays.



## Memorabilia auction to fund domestic and family violence prevention

Proceeds from the online auction of almost 400 items following the dismissal of the former Ipswich City Council will be used to raise awareness in the community of the destructive impacts of domestic and family violence.

Collation of feedback from community reference groups and the public indicated widespread support for proceeds from the sale being used for community purposes.

The circumstances surrounding how some of the items came to be in the possession of council has caused significant concern for our community as the bulk is believed to have been bought over the years with ratepayers' money. Council is determined to ensure no matter their history, the items were disposed of transparently in line with community expectations and in a manner that benefits our community into the future.

The money from the auction will enable council to honour its pledge to work alongside other agencies in crime prevention and health promotion efforts for the community.

The online auction held in December raised \$63,000, and that money will assist Ipswich community organisations via the one-off Domestic and Family Violence Prevention Funding Program.

## THEME 4 – DELIVERABLES

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Catalyst Project	Enhance council's Transparency and Integrity Hub	Council continues to improve the customer usability of the Hub through the development of online tutorials. The landing page is being updated with new messages and clearer layout to assist customers identify the information they are seeking.  New stories were published during the quarter including the Community Funding story, outlining the successful grant allocations for 2021-2022 financial year.	●	●	●		●
Catalyst Project	Provide more opportunities for elected representatives to interact with community members (Councillor Community Interaction Opportunities)	Work has continued this quarter with the focus being on ensuring the project approach continues to effectively deliver the overall project outcomes.	●	●	●		●
Catalyst Project	Implement Year 1 of 5 of council's People and Culture Strategy	Project Managers have continued to be affected by the impacts of COVID and the resources required to deliver the Mandatory Role Requirements projects and associated Policies. Many projects were able to absorb the delays incurred and are now running according to schedule. Great work continues within the individual projects, enabling the objectives of the Strategy to be achieved. This includes the successful Employee Experience Survey with People and Culture now debriefing leaders and their teams and setting actions in key focus areas.	●	●	●		●
Catalyst Project	Enhance council's Open Data Initiative	This deliverable is planned to be addressed through the implementation of the Data Management Strategy which is in progress over a two-year timeframe.	●	●	●		●
Catalyst Project	Customer Experience Strategy finalisation and phased implementation	The immediate action plan phase of the Customer Experience Strategy continues, 12 of the 17 actions have commenced. Preparation work is being undertaken to determine the requirements for the implementation of the strategy.	●	●	●		●
Catalyst Project Capital Corporate Project	Finalise the business case for the delivery of the iVolve project to implement a technology solution for council	Delivery of Stage 3 has been delayed due to resource availability during the recent flood event. A formal proposal, outlining options for recovery of the delay was formally presented to the Executive Leadership Team (ELT) on 21 March 2022 for endorsement.  A review of all governance documentation and essential registers have commenced to ensure they align to the endorsed plan. Approval of the iVolve Stage 3 Delivery Plan has enabled the mobilisation of project resources.  The Project budget remains and will remain underspent as following detailed analysis, a real cost saving was realised within the project whereby some work packages have been able to be completed internally rather than requiring engagement of external resources.	●	●	●		●
Operational Project	Delivery of iFuture including benchmarking measures	There have been delays to the project due to recent resource availability. The development of the story for the Transparency and Integrity Hub is continuing with project timeframes extended until 30 June 2022 to enable completion.	●	●	●		●
Operational Project	Records and archiving project	The project is continuing to progress well with nearly 60% of the identified documents indexed and sentenced. For this quarter that was 7,878 boxes indexed and sentenced which equates to 178,845 files/items of the 13,500 unindexed boxes. This works reduces risk across council through improved search capabilities and compliance with legislative requirements.	●	●	●		●
Operational Project	Complete ICT Strategic Plan Roadmap initiatives for 2021-2022	A report card on achievement to date against the ICT Strategy deliverables was provided to the ICT Steering Committee in the quarter 3 at the February ICT Steering Committee. Planned initiatives have been delivered or are in progress for this financial year.	●	●	●		●
Operational Project	Implement the Data Management Strategy	The roadmap initiatives are being progressed as outlined in the approved Implementation Plan.  The procurement of a data platform as planned in the first tranche has been delayed due to an unsatisfactory response to the market approach. It was agreed to reprioritise the Data Governance component from quarter 3 onwards.	●	●	●		●

PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Operational Project	Implement the enterprise GIS platform	This initiative is in progress, the procurement process is continuing with council resolving the procurement approach in quarter 3. The Request For Quote is due for release in April 2022.	●	●	●		●
Operational Project	Complete the delivery of all components of the ICT Business Case for Change	Quarter 3 has seen the finalisation of the transition back to council for the infrastructure hosting and support from council's previous manager service provider. A closure report was accepted by the ICT Steering Committee in quarter 3.	●	●	●		●
Operational Project	Deliver and optimise the ICT Cloud and Disaster Recovery Initiative	Council's Disaster Recovery (DR) capability has been successfully delivered and implemented in line with council's Business Continuity Plan. A DR test plan has been developed and will be tested in quarter 4.  The demilitarised zone redesign was completed successfully in quarter 3, with the implementation to be finalised in quarter 4.  Originally out of scope for this project but identified as a risk mitigation activity during the project, the Oracle user acceptance testing was completed successfully in quarter 3, with the production environment to migrate in quarter 4.  Ongoing optimisation is continuing.	●	●	●		↑
Operational Project	Effective Asset Management Plan – preparation for implementation phase	The Asset Management Maturity and Gap Analysis Stage 3, and the implementation roadmap was formally presented to council in March 2022. The project is currently awaiting endorsement.  Core Stage 3 activities will commence June 2022, following council's approval.  The development of all essential governance documentation and processes has been the main focus for the project team. This will ensure all stakeholders are familiar and committed to the agreed delivery plan.  The project budget remains overspent due to the cost of consultant engagement, however it is anticipated that savings in the Asset Management Branch will offset this overspend.	●	●	●		↑
Capital Corporate Project	Planning and Regulatory Services – Upgrade of animal facilities, cemetery facilities and P&D systems	The upgrade to the animal management facility has been delayed slightly as the site was inundated by flooding. Planned improvements will continue as the site becomes operational over the next quarter. The project is on track and on budget.  Most of the cemetery capital works projects, are progressing on track. Two projects are behind schedule (Tallegalla site design and Ipswich General Headstone relocation design) due to procurement processes and delays due to the recent rain event.  The planned construction elements at Tallegalla Cemetery are complete and the construction projects at the Ipswich General Cemetery and Haigslea Cemetery are due to be completed in April. The Tallegalla site design and Ipswich General Cemetery Pioneer Headstone design are both over budget.  P&D System upgrades incorporates two different systems. The Infrastructure Charges Management System has been successfully implemented and is now utilised by Development Planning Branch staff. The PD Online replacement system is in implementation phase and is set to be under budget at this stage.  The three projects listed in this item are all distinct and separate and are not able to progress at the same rate. Please note detail in each project response.	●	●	●		●

#### DELIVERABLES STATUS KEY

● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER\* ● COMPLETE

#### BUDGET STATUS KEY

● ON TRACK ↓ UNDER ↑ OVER ● OTHER\* ● NO BUDGET ALLOCATED



PROJECT TYPE	DELIVERABLE	Q3 COMMENT	STATUS Q1	STATUS Q2	STATUS Q3	STATUS Q4	BUDGET STATUS
Capital Corporate Project	Information Communications and Technology – Upgrade and replacement of hardware, equipment and software to maintain and operate council's information communication and technology systems and infrastructure	Proactive hardware lifecycle management is in process, supply is a current constraint. Oracle lifestyle issues have been escalated and remediation activities are being evaluated.	●	●	●		●

## AMENDMENTS

Section 174 of the *Local Government Regulation 2012* states that a local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.

The amendments to the Operational Plan as a result of changes in Quarter 1 of the 2021–2022 financial year, and identified for recordkeeping in Quarter 3, are listed below.

The item listed as

Continue planning for the new Planning Scheme and Local Government Infrastructure Plan

has been split into two independent projects and now appears as

Continue planning for the Ipswich Planning Scheme

Continue planning for the Local Government Infrastructure Plan.

The project listed as

Effective Asset Management Plan – preparation for implementation phase

is a new addition due to its significance to council operations.

### DELIVERABLES STATUS KEY

● ON TRACK ● NEEDS ATTENTION ● AT RISK ● OTHER\* ● COMPLETE

### BUDGET STATUS KEY

● ON TRACK ↓ UNDER ↑ OVER ● OTHER\* ● NO BUDGET ALLOCATED

# COMMERCIAL BUSINESS UNIT



# IPSWICH WASTE SERVICES

## PERFORMANCE REPORT

### QUARTER 3 (JANUARY–MARCH)

## INTRODUCTION

The quarterly report for the period January to March 2022 has been prepared to address the requirements of the Annual Performance Plan by providing the following information.

1. Introduction
2. Major highlights of operational activities
3. Performance in relation to stated performance targets
4. Financial analysis of quarterly performance against budget
5. Waste and Recycling Volumes
6. Recycling and Refuse Centre data

## MAJOR HIGHLIGHTS OF OPERATIONAL ACTIVITIES

The following is a summary of major highlights that occurred within Ipswich Waste Services for the period 1 January to 31 March 2022.

### a. Disaster and recover response



Late in February 2022, sustained rain created widespread flooding across Ipswich that required a massive disaster and recovery response from council. The enormous clean-up saw about 15,000 tonnes of waste removed from the city, as well as council's refuse centres open free for public use for more than 8,500 visitors across a three-week period. Ipswich Waste Services coordinated over 350 Skip and RoRo services to assist the Ipswich Business community clean-up after the disaster and re-tasked the contracted City-Wide Large Item Collection fleet to assist with over 100 truck days of service to help the residents of Ipswich.



### b. Large Item Kerbside Collection Program

The biennial Large Item Kerbside Collection program commenced on the 17 January 2022 and operated for six weeks until being delayed due to the recent flooding event. The program has now been extended and is scheduled to conclude mid July 2022, for more information and the updated suburb collection schedule go to [ipswich.qld.gov.au/kerbside](https://ipswich.qld.gov.au/kerbside).



### c. Somerset Regional Council

Ipswich Waste Services has been successfully awarded the waste collections contract for Somerset Regional Council Local Government area. This commercial arrangement will be in place until 30 June 2029 with options to extend until 2032. Revenue generated through this contract will be utilised to help fund IWS operations over this time period.

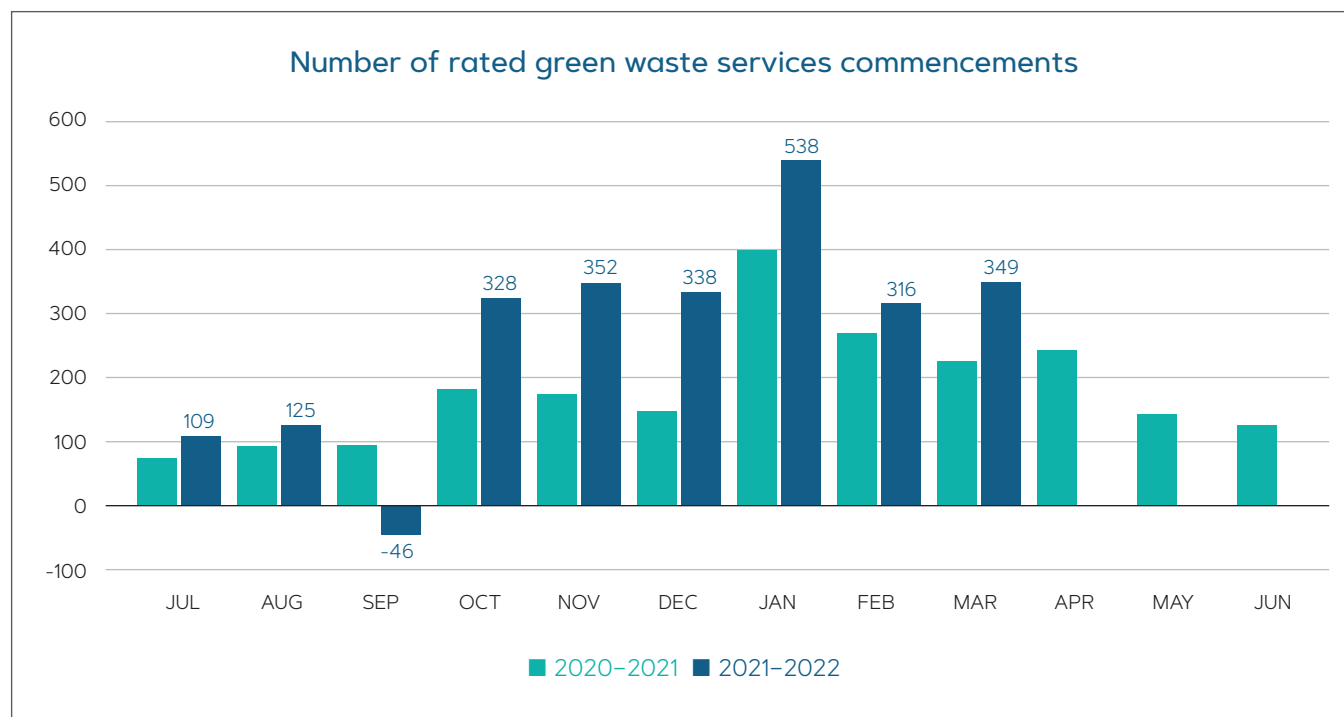


## Current commercial activities

In quarter 3 a total of 1,234 Commercial Customers as at the end 31 March 2022.

## Green waste bins

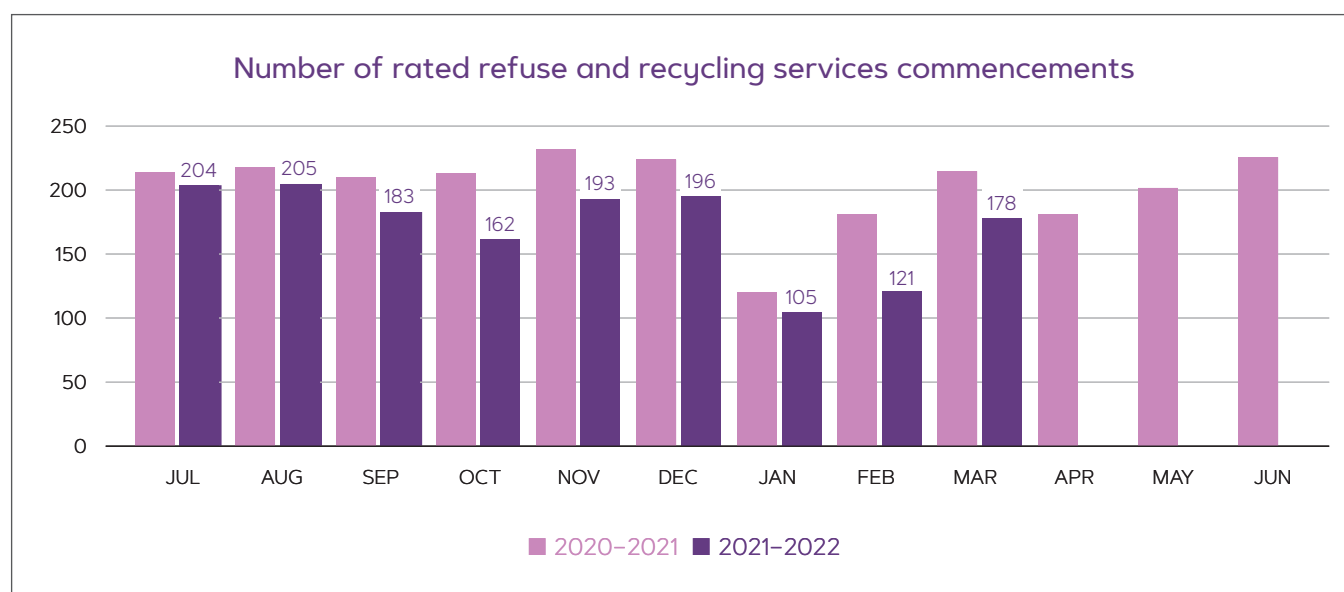
A total of 24,186 properties were rated for the domestic green waste bin as at 31 March 2022.



**COMMENT:** Approx. 200 existing green waste services located within the FOGO trial area were removed from the above reporting data set in September, as these services are now being provided for under council's trial program as a core service. Council also continued its Opt-In FOGO Service marketing campaign during the January to March quarter which has resulted in a significant take-up of this service. Almost 28% of Ipswich residents now have a FOGO Service.

## Domestic waste (refuse and recycling)

A total of 87,051 properties were rated for waste services as at 31 March 2022.



**COMMENT:** This result is in line with the city's growth rate which may have been affected by multiple factors including such influences as COVID-19.

## PERFORMANCE IN RELATION TO STATED PERFORMANCE TARGETS

### Customers

PERFORMANCE TARGETS – CUSTOMERS				
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	RESULT
Provide value to customers	Customer response to Survey questions indicates customer satisfaction with the service	90%	Biennial	N/A

**COMMENT:** This is a biennial survey with the last survey being conducted in May 2021.

PERFORMANCE TARGETS – CUSTOMERS							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	January	February	March
Provide value to customers	Number of domestic refuse and recycling bins repair/damaged and replacement/destroyed per 1,000 rated bins in service	<7	<5	Quarterly	8.88	7.09	9.51
	Number of domestic refuse and recycling bin extra bin service/missed bin complaints per 1,000 rated bins in service	<5	<4	Quarterly	6.01	6.67	7.95

**COMMENT:** The January to March quarter services were heavily affected as a result of the flood event. It is anticipated that quarter 4 results will return to acceptable standards.



## Processes

PERFORMANCE TARGETS – PROCESSES							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT		
					January	February	March
Achieve operational excellence	Extra/Missed Bin Services requests completed within 1 working day	>85%	>95%	Quarterly	99.00%	100%	97.00%
	# of Requests				644	706	850
	# of Request completed on time				640	706	824
	Domestic refuse and recycling service commencements actioned within 5 working days of notification	>85%	>95%	Quarterly	66.00%	95.00%	41.00%
	# of Requests				105	121	178
	# of Request completed on time				69	115	73
	Green waste service commencements actioned within 5 working days of notification	>85%	>95%	Quarterly	65.00%	96.00%	39.00%
	# of Requests				622	432	440
	# of Request completed on time				407	416	173
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT		
					January	February	March
Achieve operational excellence	Requests for Replacements/Repairs actioned within 5 working days	>85%	>95%	Quarterly	53.00%	93.00%	45.00%
	# of Requests				980	785	1,058
	# of Request completed on time				520	730	478

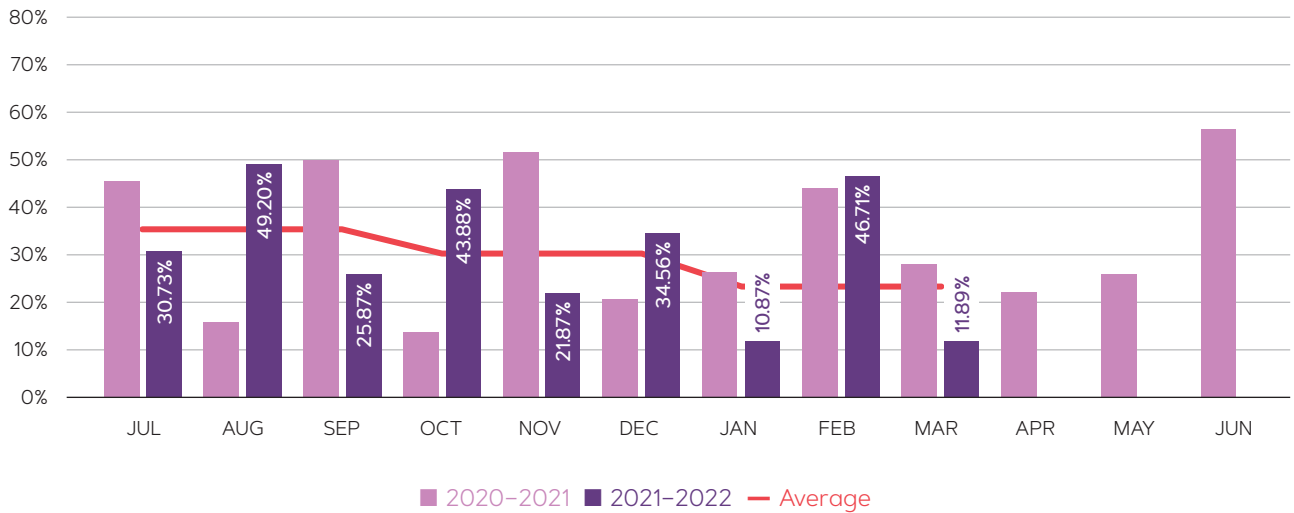
**COMMENT:** The January to March quarter services were heavily affected as a result of the flood event. It is anticipated that quarter 4 results will return to acceptable standards.

PERFORMANCE TARGETS – PROCESSES							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT		
					January	February	March
Be a good neighbour	% Waste diverted from landfilling at the Recycling and Refuse Centres	>25%	>35%	Quarterly	10.87%	46.71%	11.89%
	% total recycling diverted from domestic collection and disposal services	>20%	>35%	Quarterly	35.55%	57.84%	12.05%
	% domestic green waste diverted from domestic refuse service	>5%	>10%	Quarterly	9.16%	7.94%	7.21%
	% waste diverted from landfilling by the kerbside recycling service	>10%	>15%	Quarterly	7.91%	8.35%	0.00%
	% waste diverted from landfilling by commercial waste services	>5%	>10%	Quarterly	9.68%	12.37%	17.09%

**COMMENT:** The January to March quarter services were heavily affected as a result of the flood event. It is anticipated that quarter 4 results will return to acceptable standards.

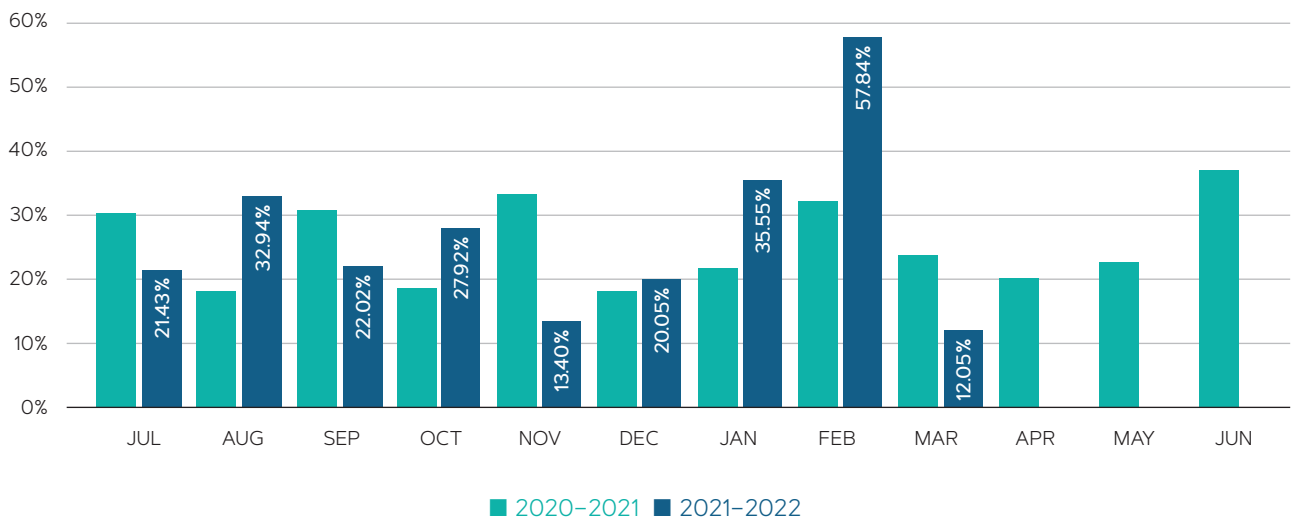


### % Waste diverted from landfilling at the Recycling and Refuse Centres



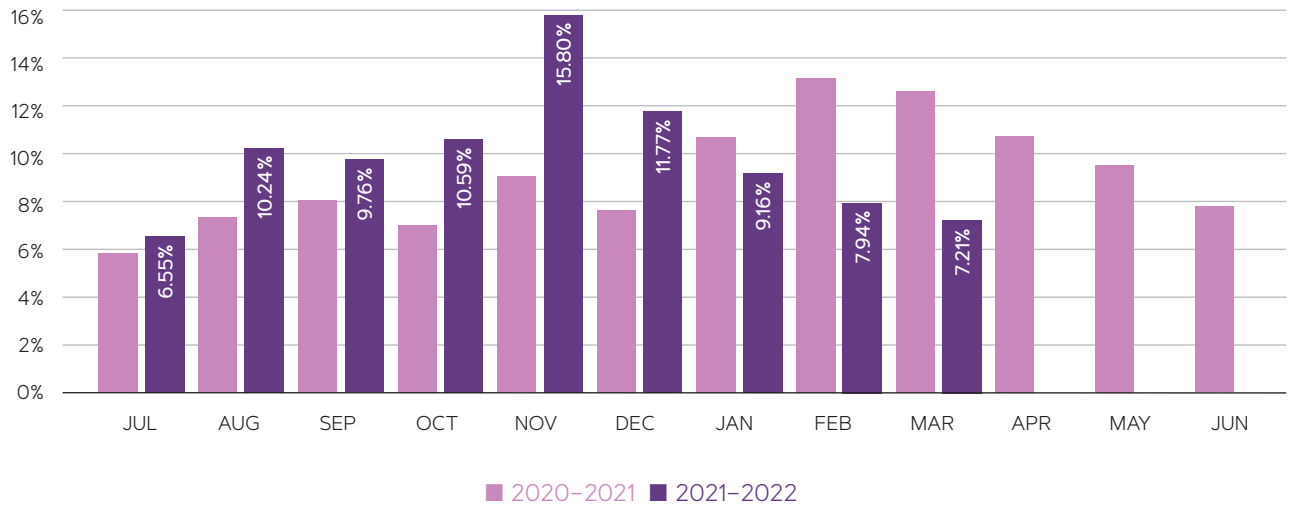
**COMMENT:** Periodic removal of recyclate affects quarterly trends.

### % Total recycling diverted from domestic collection and disposal services



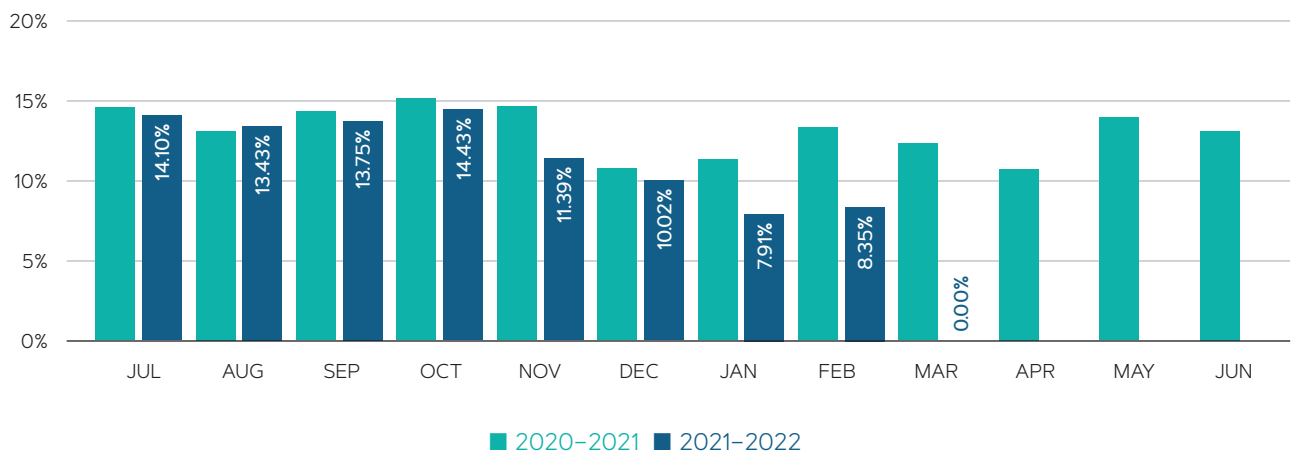
**COMMENT:** The January to March quarter services were heavily affected as a result of the flood event.

### % Domestic green waste diverted from domestic refuse service

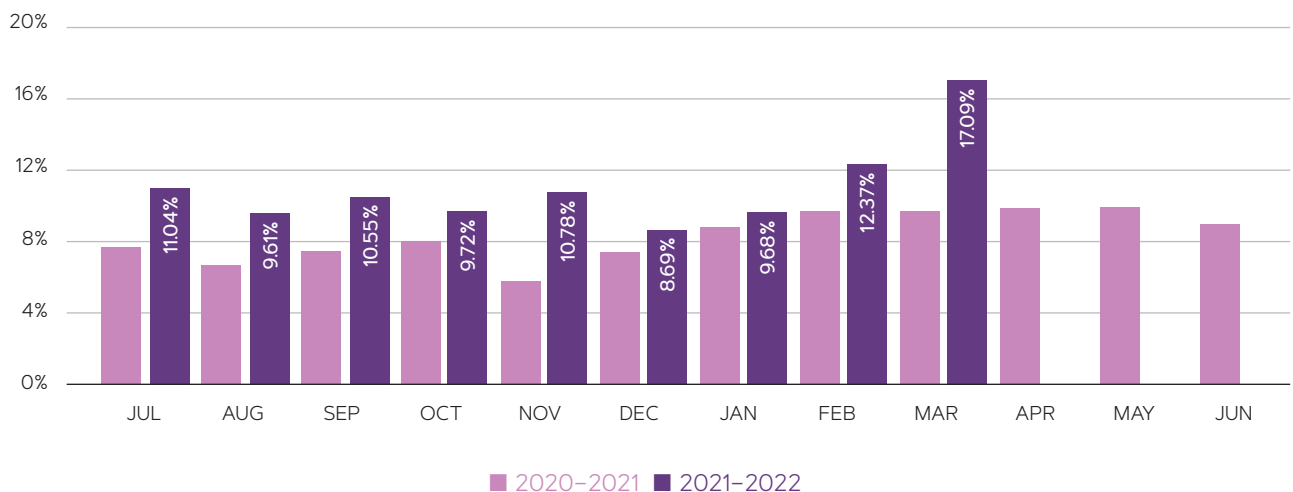


**COMMENT:** With the substantial increase in the number of opt-in FOGO Services, green waste material diversion has increased significantly in comparison to the 2020-2021 results.

### % Waste diverted from landfilling by the kerbside recycling service and glass



### % Waste diverted from landfill by IWS commercial waste services



# FINANCIAL ANALYSIS OF QUARTERLY PERFORMANCE AGAINST BUDGET

## Operating result as at 31 March 2022.

The following tables outlines the operating result for the 1 January to 31 March 2022 quarter, and the full 2021–2022 financial year.

## Budget

BUDGET V ACTUAL			
THIRD QUARTER	JANUARY – MARCH 2022		
	Actual (\$000')	Budget (\$000')	Variance (\$000')
Operational Revenue	11,904	11,458	446
Operational Expenditure	10,222	8,588	-1,634
Surplus/Deficit on Expenditure	1,682	2,870	-1,188
YTD	FY22		
	Actual (\$000')	Budget (\$000')	Variance (\$000')
Operational Revenue	35,501	34,274	1,226
Operational Expenditure	27,290	26,059	-1,231
Surplus/Deficit on Expenditure	8,210	8,215	-5

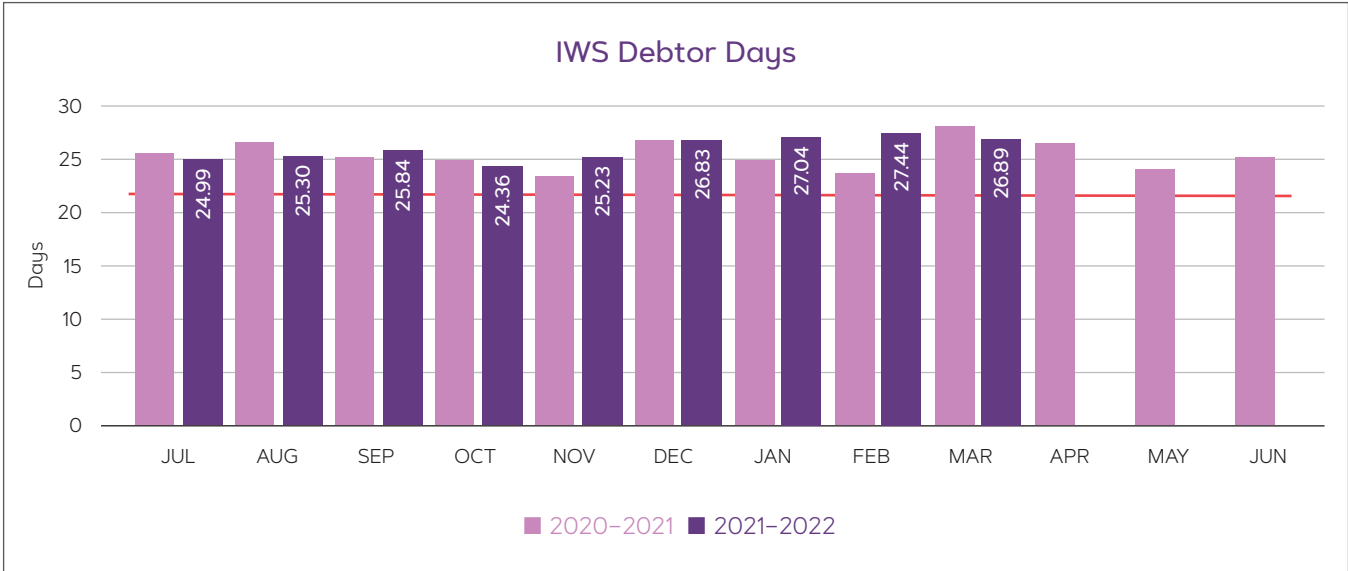
## Performance Targets – Financial

PERFORMANCE TARGETS – FINANCIAL					
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	RESULT
Provide value to shareholders	Net Profit Margin – Calculated as Net (Surplus) Deficit after tax/Earnings *100	budgeted net profit margin	24.14%	Quarterly	January – March 14.13%
	Budget Performance Surplus on Operations	budgeted net surplus	>budgeted net surplus	Quarterly	Budget QTR \$000s 2,870
					Actual QTR \$000s 1,682

**COMMENT:** Refer to section 4 of this report for an explanation of the financial result for the quarter.

PERFORMANCE TARGETS – FINANCIAL							
KEY RESULT AREA	Indicator	Acceptable Standard	Target	Reporting Frequency	January	February	March
Provide value to shareholders	Debtors Days Outstanding	<38 days	<28 days	Quarterly	27.04	27.44	26.89





### Revenue

Revenue is 3.6% above budget estimate.

### Expenses

Total Expenses are 4.7% over budget estimate. Employee Expenses are over budget by \$915,000; Materials and Services \$236,000 under; Other Expenses \$304,000 over; and Internal Expense \$87,000 over budget.

### Capex

Budget for the year for the Waste program \$1,643m with a total spend as of 31 March of \$853,000 (67.45%). The majority of budget allocation is for acquisition of bins which are replaced throughout the year as required.

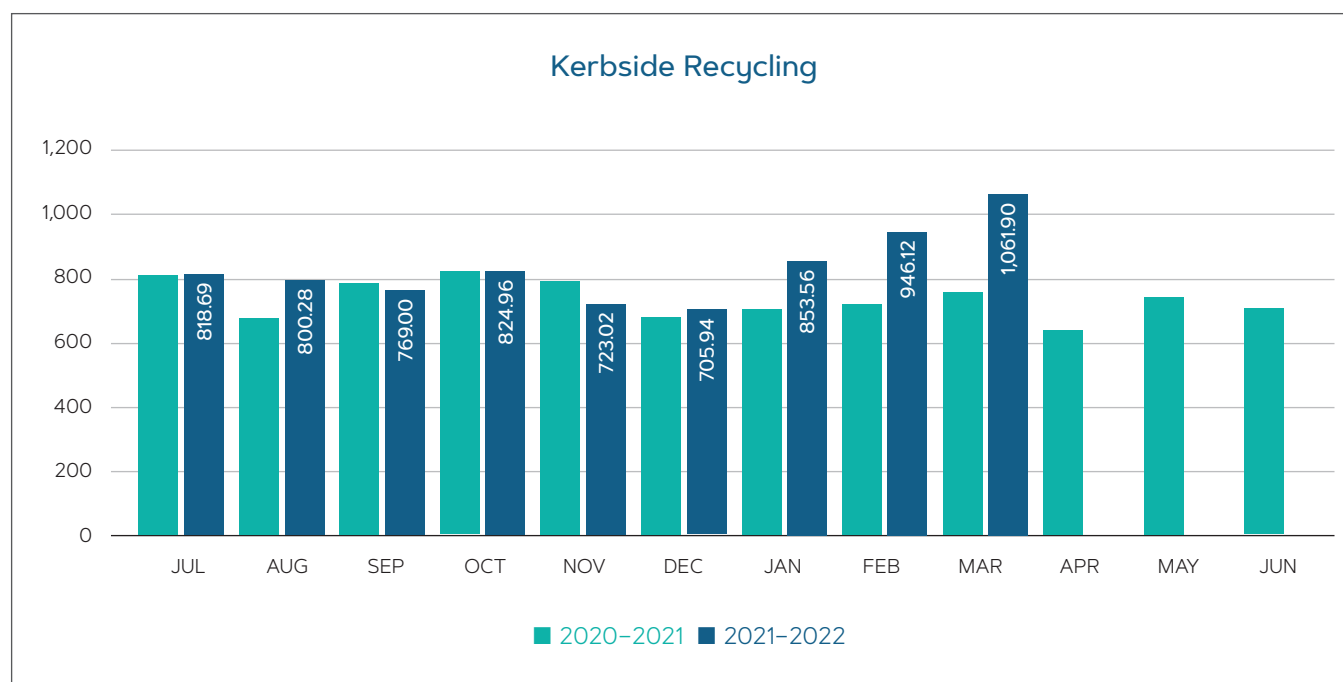
### Conclusions

Overall Ipswich Waste Services financial results are in line with the year-to-date anticipated net budget return to council of \$8.2 Million. The above budgeted expenses have been incurred due to increased demand for Waste services, which is in turn being offset through the increased revenue derived through the provision of these services.



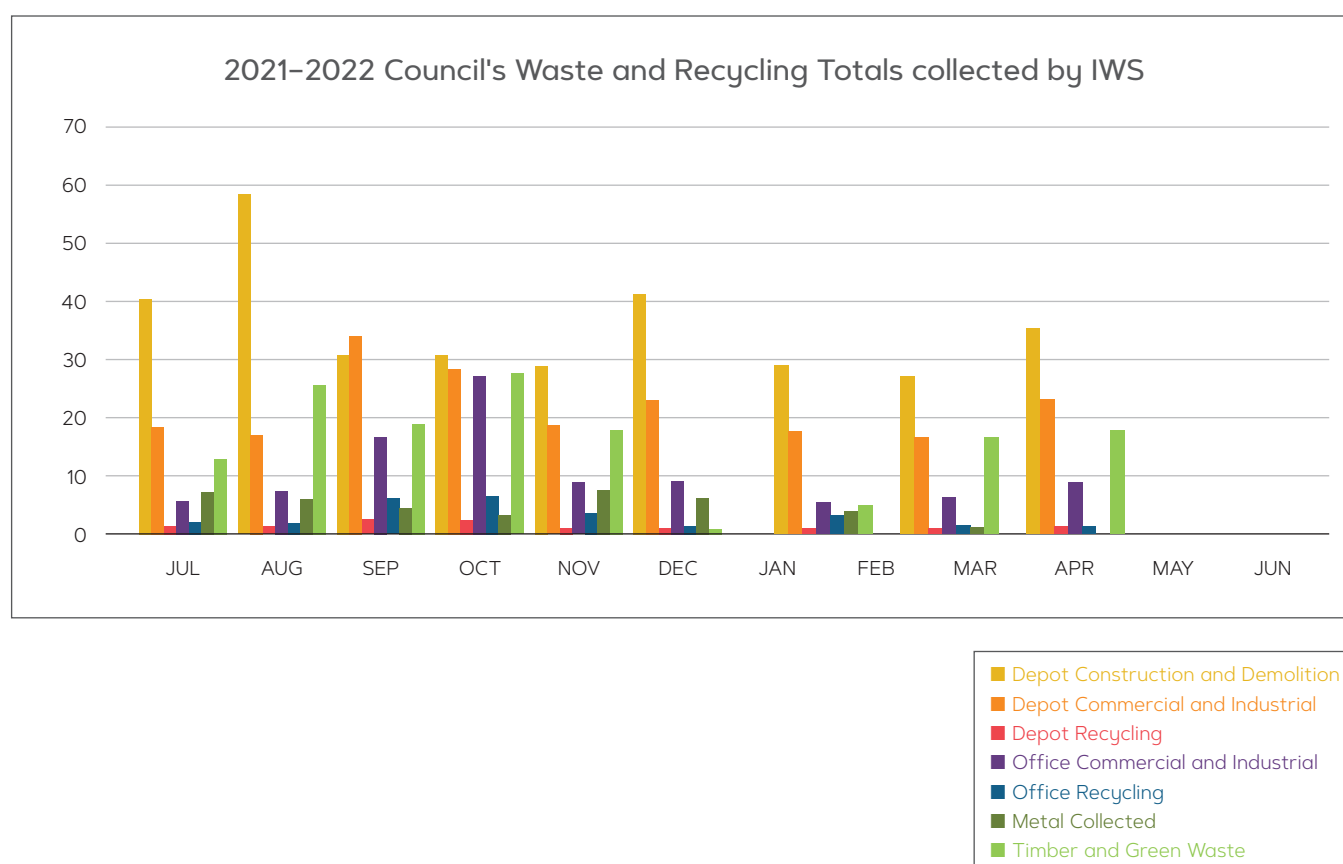
## WASTE AND RECYCLING VOLUMES

### Kerbside Recycling



**COMMENT:** Kerbside recycling volumes have increased substantially inline with the success of council's new Recycle 5 advertising campaign.

### Council's waste and recycling volumes



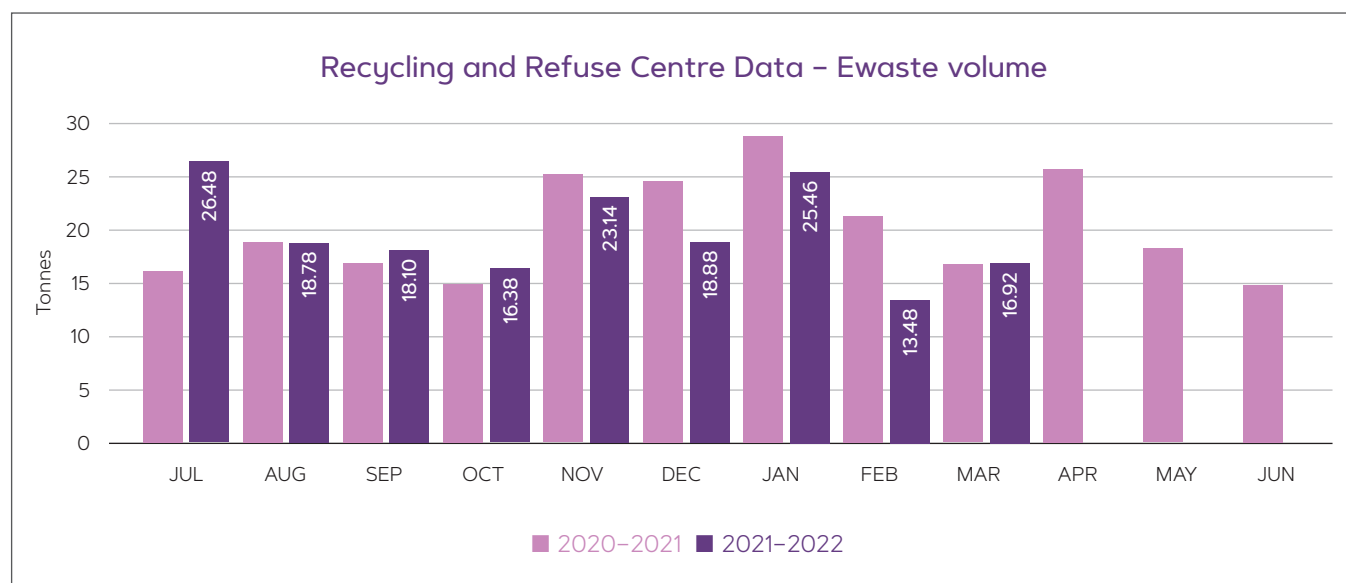
## RECYCLING AND REFUSE CENTRE DATA

### Customer numbers

RECYCLING AND REFUSE CENTRES DOMESTIC CUSTOMER DATA						
MONTH / YEAR	RIVERVIEW			ROSEWOOD		
	2019-2020	2020-2021	2021-2022	2019-2020	2020-2021	2021-2022
July	8,948	10,742	11,643	739	954	1,056
August	9,402	12,493	11,409	744	1,113	1,086
September	9,475	11,650	11,887	809	1,055	1,171
October	8,501	14,510	13,130	765	1,058	1,294
November	7,631	11,493	12,283	750	1,103	1,177
December	10,531	14,556	16,936	924	1,413	1,795
January	11,303	15,746	17,520	994	1,541	1,574
February	10,166	13,704	10,828	865	1,144	1,044
March	11,658	13,610	17,292	983	1,118	2,194
April	11,880	13,024		1,153	1,279	
May	13,225	11,900		1,219	1,089	
June	10,347	10,185		956	909	
TOTAL YEAR TO DATE	123,067	153,613	122,928	10,901	13,776	12,391

**COMMENT:** The city's recycling and refuse facilities are seeing unprecedented visitor numbers.

### Ewaste volume











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