



5 YEAR CORPORATE PLAN

IPSWICH CITY COUNCIL

MAKING
IT HAPPEN



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The residents of Ipswich can be proud that they have spoken and Council has listened to their goals and aspirations for the city. The Corporate Plan 2017-2022 identifies the 5 year priorities established by the community and endorsed by Council.





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Message from the Mayor, Councillors and CEO

ADVANCING the future for Ipswich and its people continues to be our priority; however progress must not come at any cost. By supporting sustainable development we can also care for and improve the natural environment. This can be achieved by restoring bushland corridors in older suburbs and making sure new developments preserve core habitat.

Residents of Ipswich have been heard through the extensive Our Future Your Say community consultation period in 2015.

Based on this feedback Ipswich City Council's Corporate Plan 2017-2022 identifies the five year priorities established by the community and endorsed by Council.

Residents have nominated their key ideas for the future of Ipswich. These include:

- retain the best aspects of our community life
- preserve heritage and identity
- preserve natural bushland
- improve waterways and
- retain rural activities.

There is also a desire to create local jobs and grow economic activity and business.

Jobs, growth and liveability are key planks to Council's strategy for the city's future. It involves putting in place solutions that address the City's unprecedented growth, but also tap into the many opportunities that exist locally.

Council's Smart City Transformation Strategy is a key example.

This initiative will deliver an innovative blueprint to optimise city operations, enhance community engagement, cultivate digital

technology and lead economic activity. Through partnerships with global technology innovators, Council intends to establish 'ideas hubs' that help form a vibrant and creative economy.

Similarly, to improve the city's liveability, Council has developed the City of Ipswich Transport Plan (iGO). It outlines Council's aspirations to advance the transport system and to guide future transport policy, resourcing and investment decision making.

Major projects in the future such as a new Ipswich Performing Arts Centre, Ipswich Motorsport Park redevelopment and expansion, Woollen Mills arts and cultural precinct and a Norman Street Bridge will all play a key role in establishing Ipswich's credentials as a city ready to face current and future challenges.

In the spirit of community expectations, Council's Corporate Plan aims to shape and guide us into the future and provide residents with a sense of optimism about where the city is headed and how we get there.



Mayor Paul Pisasale
City of Ipswich



Jim Lindsay
Chief Executive Officer

Elected Members



Councillor David Morrison
Division 1



Deputy Mayor and Councillor Paul Tully
Division 2



Councillor Kerry Silver
Division 3



Councillor Kylie Stoneman
Division 4



Councillor Wayne Wendt
Division 5



Councillor Cheryl Bromage
Division 6



Councillor Andrew Antonioli
Division 7



Councillor Charlie Pisasale
Division 8



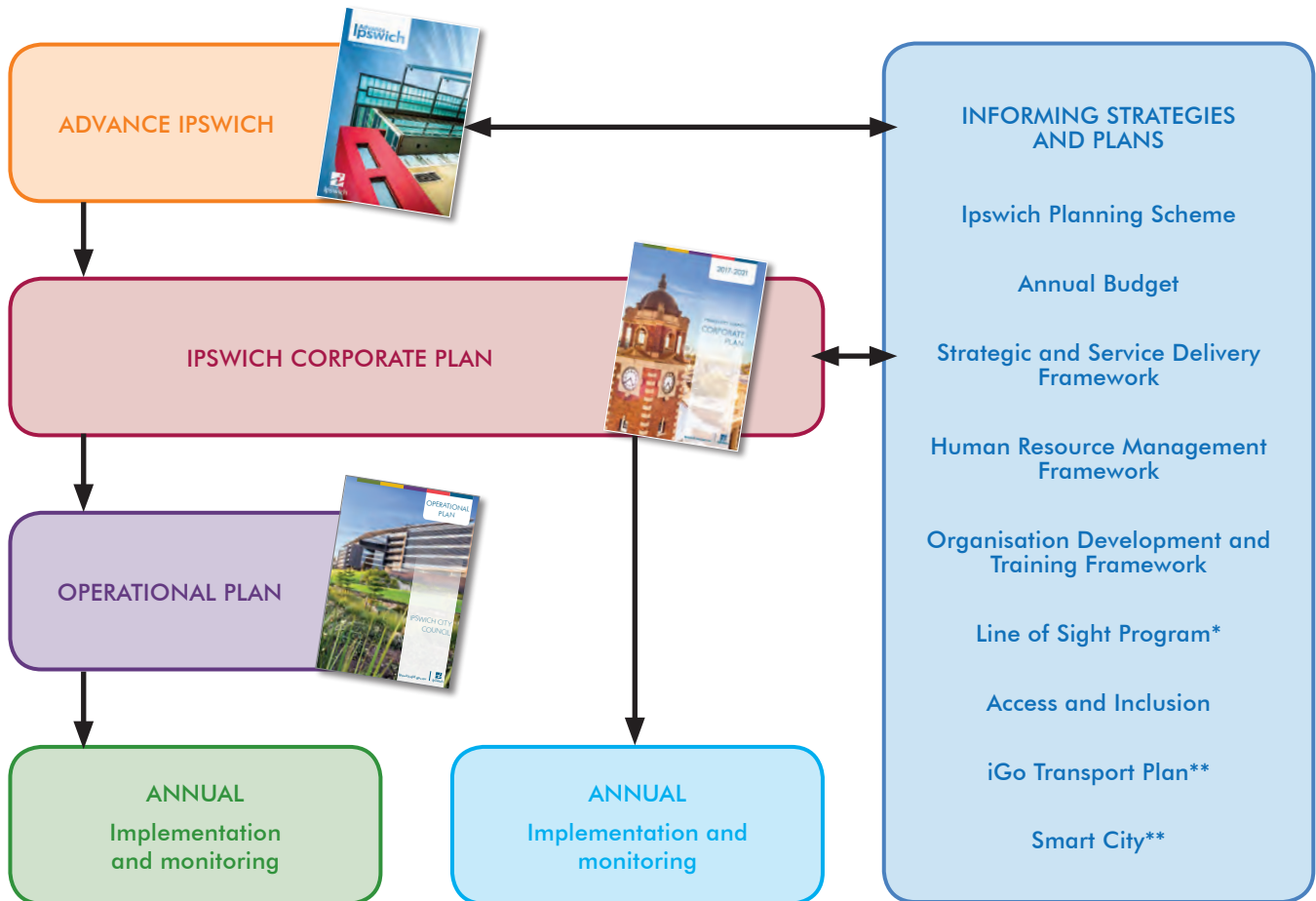
Councillor Sheila Ireland
Division 9



Councillor David Pahlke
Division 10

5 Year Corporate Plan - Making it Happen

Council's Corporate Plan 2017-2022 sets the strategic direction for the city. Whilst Advance Ipswich (the Plan) is a shared vision with the community, the Corporate Plan enjoys the title of 'Making it Happen'. Combined with other strategic Council documents, Council allocates resources over a 5 year period to achieve specific outcomes.



The Corporate Plan is also supported by the Annual Operational Plan. Referred to as 'Staying on Track', the Annual Operational Plan sets specific projects and actions that will be undertaken in a 1 year timeframe. Council monitors and reports on its progress towards the Annual Operational Plan on a quarterly basis.

* To deliver the Corporate Plan for the communities of Ipswich, Council relies on its team of diverse, skilled and dedicated employees. Council has introduced an employee-led program to create a more constructive organisational culture that will enhance communication, leadership, customer service performance and drive continuous improvement and innovation.

** Subsequent to Advance Ipswich

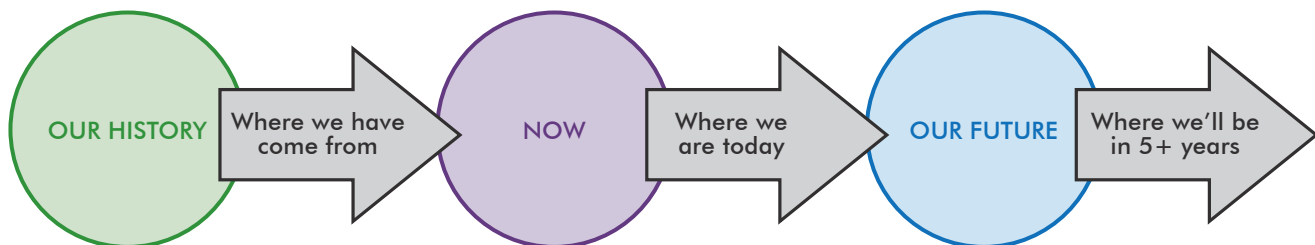
Advance Ipswich - A Shared Vision

Advance Ipswich provides a renewed and contemporary focus for the future of the City. It responds to the current unprecedented pace of growth and change occurring. As a result of a strong community engagement process, the people of Ipswich identified the need to conserve many aspects of our lifestyle and environment, yet grow the economy and jobs.

Jobs, growth and liveability provide a simple yet effective way of describing Council's key strategic outcomes.

Advance Ipswich acknowledges the influences that are changing the City, but recognises that solutions rest in a combined effort involving Ipswich City Council, other levels of government, non-government organisations, the business sector and the community.

Vision and Objectives



Ipswich covers an area in the western SEQ corridor of 1,090 km² and has a population of 200,000. Within the next 25 years the population is expected to more than double to approximately 520,000 making it the fastest growing local government in Queensland.

The growth and change of the City has been managed through a strategic framework that provides land for housing, employment, shopping and services, conservation, recreation and entertainment.

Some of the City's features and priorities are:

- a diverse range of employment opportunities
- 7,774 hectares of publically accessible land
- 7,000 historic places protected within the Ipswich Heritage Program
- 42% of the available business and industry land in SEQ
- supporting the expansion of RAAF Base Amberley
- high focus on re-vitalising the Ipswich CBD.

Our vision, looking forward 20 years, is that people are emotionally connected with a strong sense of belonging and pride in the City. Jobs growth keeps pace with population growth. The City's rate of employment is higher than the Queensland average. Urban development has maximised the opportunities to use public and active transport.

Certain objectives are established to underpin the Corporate Plan and help achieve specific outcomes:

- a collective vision for future development of the city that reflects the aspirations, values, experiences and priorities of the community.
- consensus around a desired future for the City.
- build support for Council's role in working towards the desired future.
- obtain essential data about the community's values, attitudes, expectations and priorities for infrastructure and services.

Council's Corporate Plan is the key document to making it happen.

Strategic Goals and Actions

The themes within **Advance Ipswich** identify areas for action and provide information for the planning and service delivery of Council's Corporate and Operational Plans. They are summarised below.

Themes	Goals	Implementation	Funding	Accountability
Strengthening our local economy and building prosperity	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.	Annual Operational Plan	Annual Budget	Annual Report
Managing growth and delivering key infrastructure	Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.			
Caring for Our Community	Create a city that values its past and embraces opportunities to work together for the betterment of the community.			
Caring for Our Environment	Important areas of native and vegetation habitat 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.			
Listening, Leading and Financial Management	Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.			

Ipswich Waste Services

Ipswich Waste Services is a commercialised business unit of Council. Its overall objective is to provide commercially focused waste services to the community in accordance with the Charter and Establishment Agreement, the Customer Charter and the Annual Operating Agreement.



Goal 1

Strengthening Our Local Economy and Building Prosperity (Jobs)

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.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1)	Economic Development and Marketing	<ul style="list-style-type: none"> 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.
Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	Economic Development and Marketing	<ul style="list-style-type: none"> 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.
Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3)	Economic Development and Marketing	<ul style="list-style-type: none"> 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.
Utilise the City's increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. (9.2/1.4)	Economic Development and Marketing Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> 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. Increased participation of multicultural communities in capability building programs.

Strategy 2 Provide a full spectrum of life-long learning opportunities, from early learning through schooling to vocational training and tertiary education that aligns skills and education with emerging employment opportunities.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Increased participation in learning opportunities across targeted community groups.
Implement the Skilling Ipswich Program which covers community skilling, industry sector skills strategies and Indigenous employment and expands the education and training sector in the city. (9.2/2.2)	Economic Development and Marketing	<ul style="list-style-type: none"> 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.
Ensure state, private and tertiary education facilities match population growth and provide adequate skills and knowledge to support local economy and assist people to have rewarding careers. (9.2/2.3)	Economic Development and Marketing	<ul style="list-style-type: none"> 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.

Strategy 3 Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area. (9.2/3.1)	Works, Parks and Recreation	<ul style="list-style-type: none"> Planned relocation of complete Council Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19.

Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living. (9.2/3.3)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.

Ensure the Ipswich City Centre is well served with appropriate infrastructure, including digital infrastructure, transport, parklands and public spaces. (9.2/3.6)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.

Strategy 4 Strengthen the local digital economy.

KEY ACTIONS

RESPONSIBILITY

OUTCOMES

Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.2/4.1)

Economic Development and Marketing

- Prioritisation and broad integration of the Ipswich Smart City Program.

Strategy 5 Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries.

KEY ACTIONS

RESPONSIBILITY

OUTCOMES

Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.

Strategy 6 Diversify the local economy.

KEY ACTIONS

RESPONSIBILITY

OUTCOMES

Support the development of education and research facilities and technology and knowledge-based industries. (9.2/6.1)

Economic Development and Marketing

- Prioritisation and broad integration of the Ipswich Smart City Program.

Support economic activity based on retail and hospitality in the existing and proposed centres. (9.2/6.3)

Economic Development and Marketing

- 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.

Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)

Economic Development and Marketing

- 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.

Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and agriculture are used. (9.2/6.5)

Economic Development and Marketing

- 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.

Support traditional agricultural production and rural activities. (9.2/6.6)

Economic Development and Marketing

- 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.

Support emerging and niche agricultural enterprises in rural areas. (9.2/6.7)

Economic Development and Marketing

- 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.

Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)

Economic Development and Marketing

- 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.

Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.



Goal 2

Managing Growth and Delivering Key Infrastructure

Plan and develop a vibrant and sustainable City that accommodates the needs of a diverse and growing population and economy.

Strategy 1 Develop a compact, sustainable, mixed use urban form that supports community and economic development.

KEY ACTIONS

RESPONSIBILITY

OUTCOMES

Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes. (9.3/1.1)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.

Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)

Planning and Development

Arts, Social Development and Community Engagement

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.
- Social housing strategy that aligns to projected community needs. Increasing social diversity within defined geographic regions.

Encourage higher density development around major centres and transport nodes and corridors including sensitive infill development that conserves and responds appropriately to places of heritage character significance. (9.3/1.3)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.

Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes. (9.3/1.4)

Arts, Social Development and Community Engagement

- Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.

Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5)

Economic Development and Marketing

- 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.

Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7)

Health, Security and Regulatory Services

- Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.

Strategy 2 Provide adequate land and infrastructure to support community development and economic activity.

KEY ACTIONS

RESPONSIBILITY

OUTCOMES

Planning scheme provisions to provide an adequate supply of serviced land to accommodate demand for business and employment growth and to meet community housing needs. (9.3/2.1)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.

Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. (9.3/2.2)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.
- Community Development plans endorsed by Council.

Strategy 3 Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
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)	Infrastructure Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.

Strategy 4 The city's heritage is conserved.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1)	<p>Planning and Development</p> <p>Arts, Social Development and Community Engagement</p>	<ul style="list-style-type: none"> Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes. Preservation and accessibility of digital heritage resources. Preservation and accessibility of primary cultural heritage material.
Council continues to provide a heritage awareness, education and promotions program, including a free heritage adviser service for owners of listed historic properties. (9.3/4.2)	Planning and Development	<ul style="list-style-type: none"> These initiatives continue to be delivered through the Ipswich Heritage Program.

Strategy 5 Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Provide access to major waterways through waterside parks and linear open space. (9.3/5.2)	Works, Parks and Recreation	<ul style="list-style-type: none"> Ongoing planning and delivery of shared pedestrian/ cycle pathways through Ipswich's vast linear open space corridors. Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.





Goal 3

Caring for Our Community

Create a city that values its past and embraces opportunities to work together for the betterment of the community.

Strategy 1 Inform, educate and celebrate with the community those elements of our history that have shaped our identity.

KEY ACTIONS

Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)

RESPONSIBILITY

Economic Development and Marketing

OUTCOMES

- Active citizen and stakeholder engagement informing strategic marketing and communications.
- Celebration of the contribution of diverse communities.

Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)

Economic Development and Marketing

- Active citizen and stakeholder engagement informing strategic marketing and communications.

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)

Arts, Social Development and Community Engagement

- Decision making informed by community needs.

Strategy 2 Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.

KEY ACTIONS

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)

RESPONSIBILITY

Arts, Social Development and Community Engagement

OUTCOMES

- Greater connectedness between data/information and decision making.

Develop a comprehensive set of indicators to inform the community on the direction of socioeconomic change and progress in achieving desired social and economic outcomes. (9.4/2.2)

Arts, Social Development and Community Engagement

- Community informed and engaged through planned communication.

Develop a research policy to maximise the benefits of collaboration with education and research institutes. (9.4/2.3)

Arts, Social Development and Community Engagement

- Realised benefits to the community as a direct result of research partnerships.

Establish collaborative agreements for the co-operative development and sharing of socioeconomic data across the region. (9.4/2.4)

Arts, Social Development and Community Engagement

- Ability to benchmark performance across a range of metrics.

Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)

Economic Development and Marketing

- Prioritisation and broad integration of the Ipswich Smart City Program.

Arts, Social Development and Community Engagement

- Increased digital engagement of communities.

Strategy 3 Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Develop a community development plan for our communities of place and interest. (9.4/3.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Increased capability of, and participation by, communities.
Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Increased resilience through strength of community leadership.
Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	<p>Works, Parks and Recreation</p> <p>Arts, Social Development and Community Engagement</p>	<ul style="list-style-type: none"> Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library. Plans for, and design of, community facilities are informed by community needs.
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)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Closer alignment to child friendly city principles.
Build productive relationships with the city's schools to maximise their positive impact on the community. (9.4/3.5)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Greater engagement with targeted communities. Increased community use of schools. Increased community access to learning.

Strategy 4 Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Facilitate service planning and delivery arrangements with government and non-government agencies utilising Council's evidence base to ensure services are delivered in an equitable, timely and efficient manner to meet community needs. (9.4/4.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Coordinated social service delivery informed by social data.
Support local community service agencies to improve their effectiveness through local interagency collaborations and partnerships. (9.4/4.2)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Optimised social service delivery.



Strategy 5 Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Implement a Community Events Program across the city that includes community and family activities. (9.4/5.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Greater family participation in public programs.
Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Increased engagement of community members in their own health outcomes.
Utilise Planning Scheme provisions to encourage active recreation, the use of active transport and the development of walkable, mixed use neighbourhoods. (9.4/5.3)	Planning and Development	<ul style="list-style-type: none"> Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.
Acknowledge, promote and support the success and participation of Ipswich residents and teams in local, regional, national and international sporting events. (9.4/5.4)	Works, Parks and Recreation	<ul style="list-style-type: none"> Continue to support and provide Council's sporting Event Sponsorship Program.
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/*)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Broad community participation in the arts. Increased cultural tourism.

Strategy 6 Build on the success of Council's community safety programs to address new and emerging issues.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Develop a set of community safety indicators to track our progress on meeting community expectations. (9.4/6.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Community safety expectations are formed on the basis of an agreed set of performance indicators. Work program aligned to deliver improvement measured by agreed key performance indicators.
Seek designation as a Pacific/Australian Safe Community Designation. (9.4/6.2)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Improve the community's perception of public safety.
Incorporate 'Crime prevention through environmental design' (CPTED) principles in the design, construction and maintenance of key development sites and public spaces. (9.4/6.3)	Infrastructure Services	<ul style="list-style-type: none"> Ensure the creation of safe built environments through the achievement of good CPTED outcomes. Contribution to community safety by integration of design experts in the design/development process.
Delivery of the Safe City Program aligned to crime prevention and community safety plans. (9.4/6.4)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> The Safe City network and program is incorporated in projects and plans to realise a reduction in crime in public places and an increased sense of community safety.
Facilitate programs, education and awareness on reducing public health risks in the community. (9.4/6.6)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.

Strategy 7 Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city. (9.4/7.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Approved strategy becomes the baseline for consistent and goal oriented decision making.
Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> Obtain 'in-principle' State and Federal Government support.
Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> That the Library's digital strategy aligns to community expectation and Council's digital aspiration.

* Depicts a new Key Action. Refer to Advance Ipswich Goals and Key Actions.

Strategy 8 Develop greater community resilience and readiness.

KEY ACTIONS

RESPONSIBILITY

OUTCOMES

Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1)

Works, Parks and Recreation

- An approved and endorsed Local Disaster Management Plan is in place with an annual review process.

Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)

Works, Parks and Recreation

- Emergency Management Strategy to be developed to provide a framework for public information.

Facilitate capacity building and leadership to enhance emergency management resilience in the community. (9.4/8.3)

Works, Parks and Recreation

- Development of a communication strategy as part of the overall Emergency Management Strategy.

Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)

Planning and Development

- Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.





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.

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.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Review the Conservation Partnerships Program and implement changes. (9.5/2.1)	Works, Parks and Recreation	<ul style="list-style-type: none"> Highly effective partnership program with financial and technical incentives to support conservation and waterway health improvement on private land.
Provide strategic delivery of environmental offsets across the City. (9.5/2.2)	Works, Parks and Recreation	<ul style="list-style-type: none"> Work in partnership with offset brokers/organisations in the strategic delivery of environmental offsets in alignment with the Nature Conservation Strategy and Koala Habitat Management Plan. Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive).

Strategy 2 Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	Works, Parks and Recreation	<ul style="list-style-type: none"> Improved waterway and wetland health. Improve aquatic habitat diversity. Improved riparian condition and extent. Implement the Waterway Partnership Program working with private landholders to restore riparian corridors and reduce erosion risks.
Implement appropriate pollutant control mechanisms, particularly for sediment and erosion during the construction phase of development. (9.5/3.2)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.
Ensure effective catchment and floodplain management. (9.5/3.4)	Works, Parks and Recreation	<ul style="list-style-type: none"> Review and implementation of the Waterway Health Strategy. Develop and implement the Floodplain Management Strategy. Maintain up-to-date flood studies. Delivery of the Habitat Connections Program. Delivery of Catchment Corridor Plans.

Strategy 3 Enhance urban greening.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Works, Parks and Recreation	<ul style="list-style-type: none"> Planning, design and implementation of stage 1 "My Suburb, My City" Beautification Program for Collingwood Park and Riverview. Conduct Street Tree Asset Capture and Assessment. Complete Footpath Garden Asset Capture and Mapping. Complete condition assessment of existing gardens to identify a possible refurbishment program. Strategic plan identifying possible street tree planting opportunities (where are their gaps) and develop a Street Tree Planting Program. Strategic plan identifying possible footpath garden capital opportunities (New) and develop a Footpath Garden Capital Program. Review current maintenance program, including street trees and footpath gardens.

Strategy 4 Use resources efficiently and sustainably.

KEY ACTIONS

Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.5/5.1)

Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)

RESPONSIBILITY

Works, Parks and Recreation

Works, Parks and Recreation

OUTCOMES

- Maximise diversion of waste from landfilling through the kerbside recycling and green waste services and public transfer stations.
- Develop and implement the Resource Optimisation Plan.
- Review and implement the Integrated Water Strategy.
- Identify and deliver water saving projects, including the use of technology for minimising water use in Council facilities and sports fields.
- Finalise and implement the Corporate Environmental Sustainability Plan.
- Delivery of stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens.

Strategy 5 Improve environmental awareness, education and compliance.

KEY ACTIONS

Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)

Mining and extractive resource sites are appropriately rehabilitated. (9.5/6.4)

RESPONSIBILITY

Health, Security and Regulatory Services

Planning and Development

OUTCOMES

- Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.
- Mining and extractive resource sites are appropriately rehabilitated through an effective partnership between Council, State Government (Department of Environment and Heritage Protection) and mining and extractive resource businesses and land owners.





Listening, Leading and Financial Management

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 and visionary leadership.

KEY ACTIONS

The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/1.1)

RESPONSIBILITY

Finance and Corporate Services

OUTCOMES

- Maintain the accessibility of mayor and elected members in public and media platforms.
- Mayor's office and electorate offices have capacity, resources and visibility within the community.

The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)

Finance and Corporate Services

- Elected members undertake roles and responsibilities to a high standard
- Monitor and review Council's performance, strategic and operational reporting.

Strategy 2 Provide comprehensive and meaningful community engagement to inform Council decision making.

KEY ACTIONS

Council decisions are better informed through meaningful engagement with the community. (9.6/2.1)

RESPONSIBILITY

Arts, Social Development and Community Engagement

OUTCOMES

- Data and information provided to Council reflects community needs.

Community engagement is tailored to the needs of the community and the project. (9.6/2.2)

Arts, Social Development and Community Engagement

- Efficient and outcome-focused community engagement.

Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)

Finance and Corporate Services

- Meet or exceed corporate targets for customer service standards.

Strategy 3 Implement initiatives that strengthen governance skills and knowledge.

KEY ACTIONS

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)

RESPONSIBILITY

Finance and Corporate Services

OUTCOMES

- Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.

Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)

Finance and Corporate Services

- Maintain an open and transparent approach to information.
- Review and maintain Council's enterprise risk management framework.

Strategy 4 Maintain a financially sustainable and resilient approach to budgeting.

KEY ACTIONS

Aim to operate Council's finances with a modest surplus. (9.6/4.1)

RESPONSIBILITY

Finance and Corporate Services

OUTCOMES

- Ensure sound budgeting principles consistent with long-term financial targets.

Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for assets only'. (9.6/4.2)

Finance and Corporate Services

- Effectively manage revenue sources relative to debt and service levels.

Strategy 5 Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
The community is provided with information, education and tools to minimise and, if necessary, resolve neighbourhood disputes and to be aware of their obligations under laws and regulations. (9.6/5.1)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.
Council undertakes inspections and appropriate compliance action in respect to nuisance activities. (9.6/5.2)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.

Strategy 6 Maintain a consistent and efficient approach to laws and compliance activities across the city.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES
The community is provided with information and access on how to apply for and comply with licences and permit conditions, and obligations under local laws and legislation. (9.6/6.1)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.
Council will undertake programmed inspections and patrols and will respond to requests made by the community to ensure quality of life is being maintained across the city. (9.6/6.2)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.
Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.

Implementation of the Corporate Plan

Whilst Advance Ipswich sets the shared community vision, Council’s Corporate Plan assists in making it happen. Each year, Council will prepare an Annual Operational Plan to ensure things are staying on track.

The success of implementation of Council’s Corporate Plan is assessed in the Annual Operational Plan process. Council will manage its responsibilities and continue to engage with the community and report on its progress towards success.

If Council plays a support role to other responsible agencies in delivering Key Actions, everything will be done to achieve desired outcomes. Similarly, Council may advocate on behalf of the community to encourage other responsible agencies to deliver a Key Action.





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Ipswich

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