

IPSWICH CITY COUNCIL ■ CITY OPERATIONAL PLAN

2021-2022



Adopted 24 June 2021



CITY OPERATIONAL PLAN 2021–2022

Delivering iFuture outcomes through projects and programs.

The City Operational Plan 2021–2022 projects, together with the relevant Corporate Plan catalyst projects, are presented through alignment with the iFuture themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.



HOW TO READ THIS PLAN

Outcomes

These are the community's long-term aspirations and priorities for the city in 2026. They provide focus in our work towards achieving the city vision. Outcomes are achieved through planning and delivery of city strategies, services, policies, projects and continuous improvement.

Themes

The city's Corporate Plan – iFuture – has been divided into four themes that articulate the community's vision for 2041. It is these themes that set the framework for the Operational Plan 2021–2022.

iFUTURE THEMES



VIBRANT AND GROWING



SAFE, INCLUSIVE AND CREATIVE



NATURAL AND SUSTAINABLE



A TRUSTED AND LEADING ORGANISATION

THEME 1

VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.

DELIVERABLES	LEAD DELIVERY DEPARTMENT
Ipswich to Springfield Central Public Transport corridor options analysis and business case development*	CCED
Continued development of the Nicholas Street Precinct*	IE
Ipswich Central Revitalisation Project to deliver a Precinct Positioning Framework and Place Plans for 'Top of Town' and 'Ipswich Central Core'*	CCED
Commence implementation of the Active Ipswich Strategy*	IE
Small Business Friendly Council progress focused on local business support, business attraction and red tape reduction*	CCED
Continue planning for the new Planning Scheme and Local Government Infrastructure Plan*	PRS
Partner to deliver the Brisbane Lions Centre and Training Facility*	IE
Deliver major road upgrades to Redbank Plains and Springfield*	IE
Successful delivery of the Capital Works Program	IE
City Events Plan and Destination Development Plan which generate regionally significant awareness, engagement and visitation driving positive social and economic impact	CCED
Industrial Land and Investment Strategy delivered with an action plan to position, profile and attract measurable growth	CCED
Engage with Australian Rail Track Corporation (ARTC) in regard to the impacts of the Inland Rail Project to the LGA	IE

Deliverables – Catalyst and Operational

Catalyst projects (*) are those projects that have been identified in iFuture to help deliver our outcomes for 2026 and will be delivered throughout the 2021–2022 year. Operational projects also align to outcomes in iFuture and to the services we deliver to meet community needs.

Lead Delivery Department

The responsible council department that will oversee and report on the deliverable.

Infrastructure and Environment	IE
Planning and Regulatory Services	PRS
Community, Cultural and Economic Development	CCED
Coordination and Performance	CP
Corporate Services	CS

VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

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DELIVERABLES	LEAD DELIVERY DEPARTMENT
Ipswich Central to Springfield Central Public Transport Corridor options analysis and business case development*	CCED
Continued development of the Nicholas Street Precinct*	IE
Ipswich Central Revitalisation Project to deliver a Precinct Positioning Framework and Place Plans for 'Top of Town' and 'Ipswich Central Core'*	CCED
Commence implementation of the Active Ipswich Strategy*	IE
Small Business Friendly Council progress focused on local business support, business attraction and red tape reduction*	CCED
Continue planning for the new Planning Scheme and Local Government Infrastructure Plan*	PRS
Partner to deliver the Brisbane Lions Centre and Training Facility*	IE
Deliver major road upgrades to Redbank Plains and Springfield*	IE
Successful delivery of the Capital Works Program	IE
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	CCED
Industrial Land and Investment Strategy delivered with an action plan to position, profile and attract measurable growth	CCED
Engage with Australian Rail Track Corporation (ARTC) in regard to the impacts of the Inland Rail Project to the LGA	IE

SAFE, INCLUSIVE AND CREATIVE

OUR OUTCOMES FOR 2026

1. Our community feels safe.

2. Knowledge and learnings from our past are used to guide and be shared with future generations.

3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.

4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.

5. Our historical buildings are conserved and enhanced.

6. The Ipswich brand is positive and inclusive.

7. Our community has access to the services they need particularly health and social services.

8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.

9. There are high levels of volunteering in the city.

10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.

11. The community feels heard and engaged and we close the loop with our consultation.

12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Finalise the sale of the council buildings in South Street*	CS
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*	CCED
Continue planning for the new Planning Scheme to conserve and enhance the city's built heritage, as well as recognise the cultural landscape values*	PRS
Ipswich Libraries Strategy delivered to prescribe the products, services and facilities desired to support the range of Ipswich communities*	CCED
Commence the Strengthening Ipswich Communities Plan*	PRS
Indigenous Accord 2020-2025 phased implementation*	CCED
Community Development Strategy implementation responding to community needs and growth*	CCED

NATURAL AND SUSTAINABLE

OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.

2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.

3. Our waterway health is improved.

4. Our natural environment is managed to support the continuation of traditional cultural practices.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Finalise the Urban Greening plan and commence the Nature Conservation Strategy as part of the Green Corridors Strategy*	IE
Develop a Natural Environment Policy and Strategy*	IE
Revitalise and implement council's Sustainability Strategy*	IE
Strengthen our programs to deter illegal dumping and littering*	PRS
Continue planning for the new Planning Scheme to guide protection of our natural environment and encourage access to green community spaces*	PRS
Prepare a program of work and implement parts of the Waste and Circular Economy Transformation Directive program*	PRS
Kerbside Collection	IE
Develop a detailed Waste Infrastructure Plan	IE
Future waste collection services – FOGO Trial (Food Organics, Garden Organics)	IE
Deliver upgrades to Rosewood and Riverview Transfer Stations	IE
Urban Heat Island partnership	IE
Renewable Energy Plan	IE
Enviroplan Project: Acquisition of significant nature conservation land and loan servicing	IE
Enviroplan Project: Community nature conservation partnerships and support	IE
Enviroplan Project: Nature conservation planning	IE
Enviroplan Project: Embellishment, capital and operational management investment within the Natural Area Estate	IE

A TRUSTED AND LEADING ORGANISATION

OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.

2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.

3. We are trusted by our community.

4. We are leaders in good governance.

5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.

6. We are transparent and evidence based in our planning, reporting and decision-making.

7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.

8. We are financially sustainable.

9. Our people are valued, engaged, supported and empowered to deliver at their best.

10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.

11. We support local businesses to be competitive in council procurement opportunities.

12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.



DELIVERABLES	LEAD DELIVERY DEPARTMENT
Enhance council's Transparency and Integrity Hub*	CP
Provide more opportunities for elected representatives to interact with community members*	CP
Implement Year 1 of 5 of council's People and Culture Strategy*	CS
Enhance council's Open Data initiative*	CS
Customer Experience Strategy finalisation and phased implementation*	CCED
Finalise the business case for the delivery of the iVolve project to implement a technology solution for council*	CP
Delivery of iFuture including benchmarking measures	CP
Records and archiving project	CS
Complete ICT Strategic Plan roadmap initiatives for 2021-2022	CS
Implement the data management strategy	CS
Implement enterprise GIS platform	CS
Complete the delivery of all components of the ICT Business Case for Change	CS
Deliver and optimise the ICT Cloud and Disaster Recovery Initiative	CS

LEGISLATIVE COMPLIANCE

City Operational Plan

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 not 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.

Managing risk

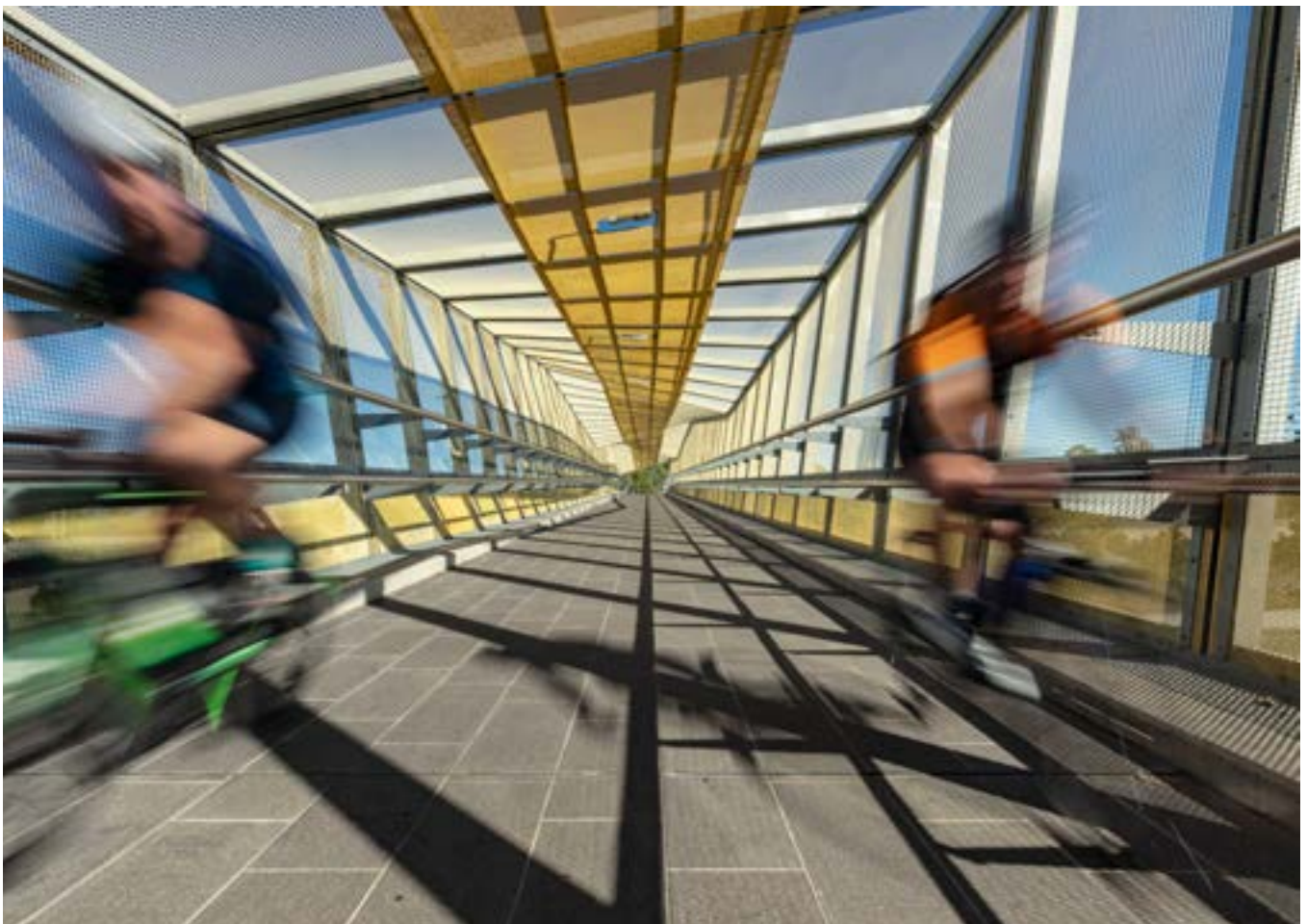
The *Local Government Regulation 2021* requires the management of risk to be included in council's annual Operational Plan. Section 175 provides that the annual operational plan for a local government must state how the local government will manage operational risks.

Ipswich City Council has adopted an Enterprise Risk Management Framework that promotes a standard and systemic approach to risk management throughout council in accordance with AS/NZS ISO 31000:2018.

All identified risks associated with council activities are monitored on a regular basis and/or escalated for review within internally prescribed timeframes. Corporate risks are reviewed every two months. Operational risks applicable at departmental level are reviewed every three months. Council's ELT Risk Committee in December 2020 approved and endorsed the Five-Year Risk Maturity Road Map for 2021 to 2025, to ensure the continued development of council's Enterprise Risk Management Framework and create a benchmark risk management model among other local governments.

The Queensland Plan

Launched in 2014 by the State Government, The [Queensland Plan](#) provides a 30-year vision for Queensland where 'Queensland will be home to vibrant and prosperous communities'. The Ipswich City Council Annual Plan 2021–2022 – which delivers on our five-year Corporate Plan (iFuture) – provides support for this plan at a local level as addressed in [The Queensland Plan Act 2014](#).



GLOSSARY

TERM	DEFINITION
Advocacy	Advocacy is support and action by individuals, organisations, groups and other community members in support of or against a particular issue or policy.
Annual Plan	The Annual Plan is a consolidated plan containing the legislatively required elements of the Operational Plan, Budget and the annual capital works program.
Annual Report	Legislatively required to be produced annually, the Annual Report details council's progress and financial performance with the implementation of the city's vision as reflected in the Corporate Plan. The report is publicly available on council's website.
Assets	Assets are tangible and intangible holdings, possessions, capital or resources belonging to and controlled by council.
Budget	The annual budget outlines revenue and planned capital and operational expenditure approved for a financial year. The budget document is publicly available on council's website.
Capital Works Program	The capital works program is an annual program of activities of building, engineering and other works that council adopts to create, construct and install assets and other facilities. For council, the program's projects typically include construction of buildings, roads and bridges, structures, parks and playgrounds.
Circular Economy	The circular economy seeks to value waste as a resource by driving material recovery activities and demand for recycled content products. It is regenerative and restorative by nature; as it works to keep materials, products and components in the 'user' system for as long as possible by either recycling or transforming them through each cycle of their lives. In doing so, the highest value for all materials, products and components is maintained and waste is designed out of the system.
Commercial Business Unit	A Commercial Business Unit is a unit of a local government that conducts business in accordance with the key principles of commercialisation (e.g. clarity of objectives; robust governance and competitive neutrality) in order to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit.
Community	Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists.
Corporate Plan	The Corporate Plan is a strategic document which shapes the path to achieve the strategic direction of council. It should outline performance measures and targets for monitoring progress in achieving our vision for the future of the city.
Ipswich Planning Scheme	The Ipswich Planning Scheme is the statutory local planning instrument that provides the framework for managing development in the Ipswich local government area in an integrated, efficient, effective, transparent and ecologically sustainable way. The scheme was prepared in accordance with the requirements of the (now repealed) <i>Integrated Planning Act 1997</i> .
Local Government Act 2009	The <i>Local Government Act 2009</i> is the principal legislation which provides the legal framework for Queensland's local government sector.
Local Government Regulation 2012	The <i>Local Government Regulation 2012</i> is subordinate legislation to the <i>Local Government Act 2009</i> .
Long-Term Financial Forecast (LTFF)	The Long-Term Financial Forecast (LTFF) accompanies the budget and includes a similar estimation of revenue, expenses and capital expenditure but for a longer period of time, in this case 10 years. The LTFF should set out the economic and fiscal outlook for Ipswich and include capital expenditure, expense and revenue estimates for the current financial year, the budget year and nine forward financial years. From its assumptions, the LTFF sets the desired financial boundaries within which the organisation can plan for its future.
Natural Environment	The natural environment is a collective term to describe the diverse network of land and water areas in a comparatively natural state that provide habitat for native animals and plants. It includes values such as: habitat and populations of threatened species; core habitat areas as home for a diverse range of wildlife; nodes of remnant vegetation in urban areas providing wildlife refuge; strategic remnants vegetation patches as stepping stones for wildlife movement; corridors providing connectivity for wildlife across the landscape; increase vegetation condition and animal abundance within core habitat areas; biological diversity, natural capital and ecosystem services; waterways, wetlands, riparian and aquatic ecosystems and floodplains; cultural landscape features; and scenic amenity.
Operational Plan	The annual Operational Plan sets key priority projects and actions that will be undertaken in a one year period of the Corporate Plan. The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success. Operational Plans must align with the annual budget. Operational plans are required under the <i>Local Government Act 2009</i> (The Act) and <i>Local Government Regulation 2012</i> (The Regulation).
Policy	A policy sets out council's strategic position, viewpoints and values, and assists decision-making on matters that often impact on, and are of concern to, the community. Some policies (statutory policies) are a requirement of legislation and ensure compliance with statutory obligations. Other policies are developed to address matters that impact our residents and businesses and/or the administration of council funds (e.g. Ipswich Enviroplan Program and Levy Policy). They may also set a strategic direction for council or articulate council's position on an issue affecting the community.
Project	A project is a temporary endeavour undertaken to create a unique product, service or result. A project differs from operations in that: <ul style="list-style-type: none"> operations are performed by relatively stable teams through ongoing and repetitive processes and are focused on sustaining the organisation projects are performed by temporary teams (i.e. teams established for the specific purpose of delivering the project), are non-repetitive and provide unique deliverables.
Strategy	A strategy is a long-term document that sets out council's strategic position and direction for particular issues e.g. transport; livability; sustainability; physical activity; tourism etc. A strategy captures the following elements for council: where we are, where we are going, how we will get there, and how we will know when we get there.



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