

2017-2018  
OPERATIONAL  
PLAN

IPSWICH CITY COUNCIL

STAYING  
ON TRACK

[ipswich.qld.gov.au](http://ipswich.qld.gov.au)



# Message from the CEO

Advancing the future for Ipswich and its people continues to be our priority. Community engagement and collaboration are essential to this and Council remains committed to realising the shared vision of a city that continues to set the standard for sustainable growth in Queensland.

Advance Ipswich 2015 builds on the programs and strategies in the previous i2020 and i2031 Community Plans. This plan is focused on what the community wants the city to look like in the future and what actions Ipswich City Council and the community can take to realise this shared vision. The themes within Advance Ipswich identify areas for action and provide information for the planning and service delivery of Council's Corporate Plan and Operational Plans:

- Strengthening our local economy and building prosperity
- Managing growth and delivering key infrastructure
- Caring for Our Community
- Caring for Our Environment
- Listening, Leading and Financial Management

The Corporate Plan 2017-2022 sets the strategic direction for the city over a five year period. Combined with other strategic council documents, council allocates resources over a five year period to achieve specific outcomes.

Ipswich City Council's Annual Operational Plan 2017-2018 builds on and supports the Advance Ipswich plan and the Corporate Plan by setting specific projects and actions that will be delivered to the community in a one year timeframe. The operational activities are drawn from implementation plans associated with council endorsed strategies, council decisions, legislative requirements and emerging issues. Each operational activity aligns with themes identified in Advance Ipswich.

This one-year plan informs the annual budget which apportions the funding for key activities, projects and core service delivery and facilitates the successful implementation and delivery of the overarching five-year Corporate Plan.

**Jim Lindsay**  
Chief Executive Officer

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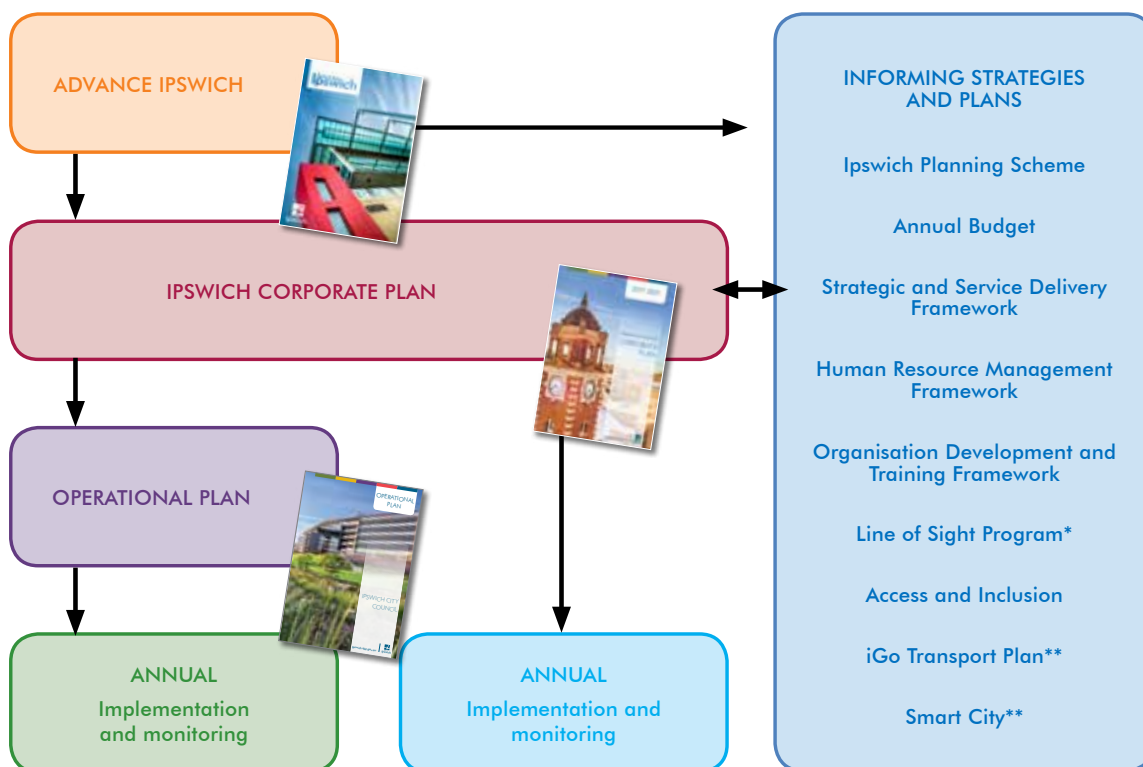


# Annual Operational Plan 2017-2018

## Staying On Track

The Annual Operational Plan 2017-2018 sets specific projects and actions that will be undertaken in a one year period of the five year Corporate Plan. It identifies the key services or products that Council will deliver to its customers to achieve the future Vision of Ipswich as stated in Advance Ipswich 2015.

The Operational Plan allows Council to manage its responsibilities and continue to engage with the community and report on its progress towards success.



This document should be read in conjunction with Council’s Advance Ipswich 2015 and 2017-2022 Corporate Plan.

\* 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

## Managing Risk

Council has adopted an Enterprise Risk Management Framework that promotes a standard and systematic approach to risk management throughout council in accordance with AS/NSZ ISO 31000:2009.

All identified risks associated with Council activities are monitored on a regular basis and reviewed or escalated for review within internally prescribed timeframes. Corporate Risks are reviewed biennially. Operational Risks applicable at Department Level are reviewed annually.

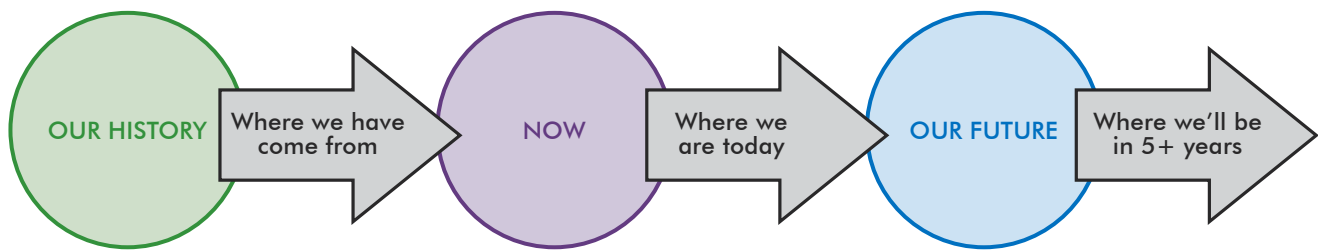
# Advance Ipswich - A Shared Vision

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



# 2017-2022 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 five year period to achieve specific outcomes.

The Corporate Plan details five themes Council will focus on for the five year life of the Corporate Plan. Each department is responsible for delivering specific Corporate Plan Projects that link directly to the five identified themes.



# 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 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.			
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.

Ipswich Waste Services performance plan is not included in this Operational Plan as it delivers an Annual Performance Plan to Council for adoption prior to the end of each financial year. A copy of Ipswich Waste Services Annual Performance Plan can be obtained by contacting Council's Customer Services Centre on (07) 3810 6666.



## 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	DELIVERABLES
Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1) <sup>1</sup>	Economic Development and Marketing	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
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	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Increased participation of multicultural communities in capability building programs.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively ensure that multicultural community outreach is included in the development of assisted programs for employment and enterprise support.</li> <li>Deliver inclusive community learning and information technology programs through Library Services.</li> <li>Provide support to service providers and community groups.</li> <li>Understand the capability building needs of the multicultural community, identify and address gaps in local social services provision.</li> <li>Develop and deliver an annual calendar of capability building programs to be delivered specific to multicultural needs.</li> <li>Plan and deliver a Multicultural Business and Opportunities Expo.</li> </ul>

<sup>1</sup>Depicts Advance Ipswich reference  
Numbers in brackets refer to Advance Ipswich Goals and Key Actions.

**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	DELIVERABLES
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"> <li>Increased participation in learning opportunities across targeted community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Identify indicators for learning outcomes (early learners and adult learners) to enable information sharing and advocacy, when required.</li> <li>Identify opportunities to Partner with external organisations (eg research, service provision).</li> <li>Provide a range of life-long learning programs and experiences across all ages and life stages (Library Services).</li> <li>Introduction of library based facilitated play-group.</li> <li>Target year 7 students for library awareness and technology orientation.</li> <li>Provide experiential learning opportunities and engagement through the Library Maker Space.</li> <li>Provide self-paced learning opportunities with online tutorials available from the Virtual Library Branch.</li> <li>As required, assist service providers in the delivery of their learning programs and enhance program outcomes.</li> </ul>
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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>

**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	DELIVERABLES
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"> <li>Planned relocation of complete Council Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19.</li> </ul>	<ul style="list-style-type: none"> <li>Building Design due for completion by 31 December 2017.</li> <li>Relocation and Occupation due for completion by 31 December 2019.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>

**Strategy 4** Strengthen the local digital economy.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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	<ul style="list-style-type: none"> <li>Prioritisation and broad integration of the Ipswich Smart City Program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Ipswich Smart City Program.</li> </ul>



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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)	Planning and Development	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>

**Strategy 6** Diversify the local economy.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Support the development of education and research facilities and technology and knowledge-based industries. (9.2/6.1)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>Prioritisation and broad integration of the Ipswich Smart City Program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
Support economic activity based on retail and hospitality in the existing and proposed centres. (9.2/6.3)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
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	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
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	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018.</li> </ul>
Support traditional agricultural production and rural activities. (9.2/6.6)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018.</li> </ul>
Support emerging and niche agricultural enterprises in rural areas. (9.2/6.7)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9)	Planning and Development	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>







# Managing Growth and Delivering Key Infrastructure

## Goal 2

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

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> <li>Social housing strategy that aligns to projected community needs.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> <li>Develop Social Housing Policy.</li> <li>Commence development of a Social Housing Strategy.</li> <li>Commence Stakeholder Engagement Strategy to facilitate the delivery of improved social housing outcomes.</li> <li>Identify pathway for the development of an affordable housing policy and strategy.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>
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	<ul style="list-style-type: none"> <li>Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Provide accessible and flexible public spaces in Ipswich Libraries.</li> <li>Commence development of a Social Infrastructure Strategy (including investment prioritisation framework).</li> <li>Develop consistent Operating Model for Council Owned Community Centres.</li> <li>Create register of non-Council owned community infrastructure in Ipswich. Develop business process to maintain integrity of data.</li> <li>Develop strategy to facilitate increased community access to non-Council owned infrastructure.</li> <li>Partner to provide social services outreach (eg in community centres, schools etc).</li> </ul>
Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Advance Ipswich Economic Development Plan 2016-2018 and the Destination Marketing, Management and Events Plan 2015-2018.</li> </ul>
Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>

**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	DELIVERABLES
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Transport Infrastructure Projects                             <ul style="list-style-type: none"> <li>- Forward Design</li> <li>- Construction</li> </ul> </li> <li>Business Case: Norman Street Bridge.</li> <li>iGo Action Plans and Strategies Development.</li> <li>10 year Infrastructure Investment Plan review.</li> <li>Planning Studies and Data Analysis.</li> </ul>

**Strategy 4** The city's heritage is conserved.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1)	Planning and Development	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>
	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Preservation and accessibility of digital heritage resources.</li> <li>Preservation and accessibility of primary cultural heritage material.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure accessibility and ease of access to the Library Services' Picture Ipswich Collection.</li> <li>Curate and promote heritage resources through Library Services.</li> <li>Ipswich Library Services continues to cultivate internal and external networks to gain access to private heritage collections for preservation purposes.</li> <li>Continue to preserve and exhibit significant items of cultural heritage relating to Ipswich in the Ipswich Art Gallery.</li> </ul>
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"> <li>These initiatives continue to be delivered through the Ipswich Heritage Program.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide free Heritage Advisor Service.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Ongoing planning and delivery of shared pedestrian / cycle pathways through Ipswich's vast linear open space corridors.</li> <li>Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate recommendations from Water-Based Recreation facilities Plan into development of Council's future capital works program.</li> <li>Continue partnering with development industry to ensure quality open space outcomes.</li> </ul>



## 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	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Economic Development and Marketing  Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Active citizen and stakeholder engagement informing strategic marketing and communications.</li> <li>Celebration of the contribution of diverse communities.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve a City of Ipswich perception and positioning framework.</li> <li>Partner with C&amp;K to deliver the Celebrate Series (Library Services).</li> <li>Host the Cultural Train (touring musical tour group) performance in partnership with BEMAC.</li> <li>Develop and deliver an annual events calendar that includes diverse range of activities.</li> </ul>
Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	Economic Development and Marketing	<ul style="list-style-type: none"> <li>Active citizen and stakeholder engagement informing strategic marketing and communications.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve a City of Ipswich perception and positioning framework.</li> </ul>
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	<ul style="list-style-type: none"> <li>Decision making informed by community needs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Community Research Strategy (that facilitates regular measurement of community values).</li> <li>Conduct community survey that provides a baseline assessment of community values (to inform policy and service delivery decision making).</li> <li>Commence implementation of knowledge management methodologies to facilitate sharing of research outcomes across Council.</li> <li>Commence development of social policy framework that reflects community values.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Greater connectedness between data/information and decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual Library customer satisfaction survey.</li> <li>Develop Community Engagement Strategy that identifies approach to community research (that identifies the current and future needs of the city's diverse and rapidly growing community).</li> <li>Commence implementation of knowledge management methodologies to facilitate sharing of research outcomes across Council.</li> <li>Use of library systems metrics, social media input and customer surveys to inform planning and delivery of library services and outreach programs.</li> </ul>
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	<ul style="list-style-type: none"> <li>Community informed and engaged through planned communication.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Community Engagement Strategy/Communication Plan that includes a transparent approach to reporting direction and progress of social change.</li> <li>Deliver a series of community information sessions to communicate:               <ul style="list-style-type: none"> <li>- results and other information relating to 2016 Census</li> <li>- planned Council response to emerging social issues.</li> </ul> </li> </ul>



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	<ul style="list-style-type: none"> <li>Realised benefits to the community as a direct result of research partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Implement consistent use of Council's Research Assessment Tool which assesses the design and objectives of incoming research proposals.</li> <li>Develop a Social Research Partnerships Policy and/or Strategy.</li> <li>Proactively investigate opportunities for social research investment or partnerships.</li> </ul>
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	<ul style="list-style-type: none"> <li>Ability to benchmark performance across a range of metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Develop data sharing protocols to inform formal Agreements on how shared data can be used.</li> <li>Establish partnerships with government agencies (eg QPS, Queensland Health) to share and/or build a variety of social datasets.</li> </ul>
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	<ul style="list-style-type: none"> <li>Prioritisation and broad integration of the Ipswich Smart City Program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and continually evolve the Ipswich Smart City Program.</li> </ul>
	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Increased digital engagement of communities.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic use of library systems and digital marketing channels to promote engagement and use of resources, events and programs.</li> <li>Determine the community's reliance, confidence and preference for sourcing information via Council's on-line and digital communications.</li> <li>Develop a Community Engagement Strategy/ Communication Plan that includes the use of digital engagement to optimise reach.</li> <li>Commence implementation of digital knowledge management and communication methodologies to promote social services and other relevant information (eg community events) to community stakeholders.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Increased capability of, and participation by, communities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Community Development Plan that identifies               <ul style="list-style-type: none"> <li>local communities of place</li> <li>issues and challenges</li> <li>development strategies for implementation.</li> </ul> </li> </ul>
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"> <li>Increased resilience through strength of community leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Identify community needs with regards to capacity building.</li> <li>Develop a Community Capacity Strategy that               <ul style="list-style-type: none"> <li>identifies the needs of a diverse community</li> <li>documents a stakeholder engagement strategy for the purposes of advocacy</li> <li>identifies capacity building initiatives that bridge the gap between needs and services currently available.</li> </ul> </li> <li>Advocate with external agencies and service providers for the development of a suite of capacity building initiatives that meet diverse community needs.</li> <li>Develop and implement capacity building program of work.</li> </ul>
Enhance the capacity of the city's community facilities to link community needs with appropriate services. (9.4/3.3)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>Planning and design of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library.</li> </ul>	<ul style="list-style-type: none"> <li>The Redbank Plains South Local Community Centre and Springfield Central Hub Library to be delivered in 2017/18.</li> </ul>
	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Plans for, and design of, community facilities are informed by community needs.</li> </ul>	<ul style="list-style-type: none"> <li>Update service mapping data to get a current overview or clustering of services by geographic location.</li> <li>Develop functional purpose information for new community facilities that ensures that design meets social needs.</li> </ul>

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

- Closer alignment to child friendly city principles.

- Develop indicators and/or framework for a child friendly community.
- Develop policy framework to ensure that the city's design and service delivery meets the requirements of a child friendly city.
- Align the State of the Children's Report to child friendly 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

- Greater engagement with targeted communities.
- Increased community use of schools.
- Increased community access to learning.

- Develop and maintain strong relationships between Library Services and education providers through targeted programs, events and outreach visits.
- Provide reference assistance, support and resources as identified through Library Services.
- Provide professional development for coding and robotics.
- Maintain formal partnership agreement with Ipswich District Teacher Librarian Network.
- Develop collaborative engagement network with school representatives.
- Partner with schools to develop and deliver targeted programs such as Protégé Master Classes, School Holiday Programs, Baby Rhyme Time, SEED, immunisation etc.

**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**

**DELIVERABLES**

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

- Coordinated social service delivery informed by social data.

- Establish strategic engagement networks with Government and Non-Government Agencies to
  - share social data
  - ensure appropriate decision making in the delivery of services.

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

- Optimised social service delivery.

- Establish strategic engagement networks with Government and Non-Government Agencies to
  - share social data
  - ensure appropriate decision making in the delivery of services.

**Strategy 5** Foster a diverse range of activities to promote sustainable, healthy lifestyles and community wellbeing.

**KEY ACTIONS**

**RESPONSIBILITY**

**OUTCOMES**

**DELIVERABLES**

Implement a Community Events program across the city that includes community and family activities. (9.4/5.1)

Arts, Social Development and Community Engagement

- Greater family participation in public programs.

- Develop and deliver an annual events program that promotes and encourages family participation.
- Develop and implement a communication strategy to maximise access to and knowledge of the calendar of events.

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

- Increased engagement of community members in their own health outcomes.

- Promote Words for Wellness initiative and resources.
- Maintain and develop Words for Wellness MOU with associated Partners.
- Develop and deliver a program of health awareness and education programs relevant to the high risk health needs of Ipswich residents.

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

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

- Deliver through Development Assessment.
- Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.

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"> <li>Continue to support and provide Council's sporting Event Sponsorship Program.</li> </ul>	<ul style="list-style-type: none"> <li>Continued promotion of the program through liaison with local clubs to host local, district, regional, state, national and international sporting events within the boundaries of the city.</li> <li>Continued promotion of the program through partnerships with local, state and national sporting organisations.</li> <li>Continued efforts to develop local club development plans to proactively seek infrastructure funding opportunities to meet event hosting facility requirements.</li> </ul>
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/*) <sup>2</sup>	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Broad community participation in the arts.</li> <li>Increased cultural tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Ipswich's Arts and Cultural Strategy and governance framework for public art.</li> <li>Deliver a broad range of cultural programs as part of the Library Services programming.</li> <li>Facilitate delivery of Ipswich Poetry Feast.</li> <li>Support the Story Arts Festival.</li> <li>Develop and deliver a diverse range of high quality exhibitions and activities at the Ipswich Art Gallery.</li> <li>Build capacity and capability of local artists.</li> <li>Actively support, develop and engage with the local performing arts community ensuring a balanced program is delivered celebrating and enriching the cultural diversity of the city.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Community safety expectations are formed on the basis of an agreed set of performance indicators.</li> <li>Work program aligned to deliver improvement measured by agreed key performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a suite of Community Safety Performance Indicators.</li> <li>Programs relating to addressing community safety and perception of personal safety measured by performance indicators.</li> </ul>
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"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Safe City program is listed as a stakeholder in various Council strategies and programs (e.g. Crime Prevention Plan, Smart City Strategy Project Plans).</li> </ul>
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Approved strategy becomes the baseline for consistent and goal oriented decision making.</li> </ul>	<ul style="list-style-type: none"> <li>RFQ for development of Arts and Culture Strategy distributed.</li> <li>Review of Arts and Culture submission from RFQ.</li> </ul>
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"> <li>Obtain 'in-principle' State and Federal Government support.</li> </ul>	<ul style="list-style-type: none"> <li>Updating of the State Government 'Maturing the Infrastructure Pipeline Project' completed through submission of above Needs Analysis and Business Case.</li> <li>Development of an evidence-based Needs Analysis and Business Plan to support future funding opportunities.</li> <li>Develop concept design for new facility.</li> </ul>
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"> <li>That the Library's digital strategy aligns to community expectation and Council's digital aspiration.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Library Strategy 2017-2022.</li> <li>Deliver key requirements to achieve eSmart Library Service status.</li> <li>Deliver Virtual Library Branch.</li> <li>Deliver high performing eResource collections.</li> <li>Provide digital literacy programming across all age ranges.</li> </ul>

<sup>2\*</sup> depicts new Key Action



**Strategy 8** Develop greater community resilience and readiness.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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	<ul style="list-style-type: none"> <li>An approved and endorsed Local Disaster Management Plan is in place with an annual review process.</li> </ul>	<ul style="list-style-type: none"> <li>Submit to Council and LDMG for endorsement.</li> <li>Conduct a gap analysis of released state planning instruments.</li> <li>Develop draft LDMP.</li> <li>Undertake stakeholder consultation on draft plan.</li> <li>Undertake stakeholder consultation.</li> </ul>
Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>Emergency Management Strategy to be developed to provide a framework for public information.</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategies for progression of emergency management framework.</li> <li>Develop draft strategy.</li> <li>Undertake stakeholder consultation on draft plan.</li> <li>Submit to Council.</li> </ul>
Facilitate capacity building and leadership to enhance resilience in the community. (9.4/8.3)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>Development of a communication strategy as part of the overall Emergency Management Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategies for progression of emergency management framework, this must include a communications element.</li> <li>Develop draft strategy.</li> <li>Undertake stakeholder consultation on draft plan.</li> <li>Submit to Council.</li> </ul>
Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)	Planning and Development	<ul style="list-style-type: none"> <li>Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver through Development Assessment.</li> <li>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</li> </ul>





## 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	DELIVERABLES
Review the Conservation Partnerships Program and implement changes. (9.5/2.1)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>Highly effective partnership program with financial and technical incentives to support conservation and waterway health improvement on private land.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a Koala Conservation Agreement.</li> <li>Remove the free nest boxes from Habitat Gardens.</li> </ul>
Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>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.</li> <li>Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca lrbayana and Cooneana Olive).</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of offsets with Cherish the Environment Foundation.</li> <li>Koala and Brush-Tailed Rock Wallaby Habitat restoration projects undertaken.</li> <li>Protected and significant plant program to be developed.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Improved waterway and wetland health.</li> <li>Improve aquatic habitat diversity.</li> <li>Improved riparian condition and extent.</li> <li>Implement the Waterway Partnership program working with private landholders to restore riparian corridors and reduce erosion risks.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Habitat Connections program in alignment with Beautiful Ipswich.</li> </ul>
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>
Ensure effective catchment and floodplain management. (9.5/3.4)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>Review and implementation of the Waterway Health Strategy.</li> <li>Maintain up-to-date flood studies.</li> <li>Delivery of the Habitat Connections Program.</li> <li>Delivery of Catchment Corridor Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a revised Waterway Health Strategy.</li> <li>Undertake the Bremer River Catchment Flood Study.</li> <li>Rehabilitation of program location sites through the removal of pest plants and revegetation with native plants.</li> <li>Develop the Deebing Creek Corridor Plan.</li> </ul>





### Strategy 3 Enhance urban greening.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>• Planning, design and implementation of stage 1 'My Suburb, My City' Beautification program for Collingwood Park and Riverview.</li> <li>• Conduct Street Tree Asset Capture and Assessment.</li> <li>• Complete Footpath Garden Asset Capture and Mapping.</li> <li>• Complete condition assessment of existing gardens to identify a possible refurbishment program.</li> <li>• Strategic plan identifying possible street tree planting opportunities (where are their gaps) and develop a Street Tree Planting Program.</li> <li>• Strategic plan identifying possible footpath garden capital opportunities (New) and develop a Footpath Garden Capital Program.</li> <li>• Review current maintenance program, including street trees and footpath gardens.</li> </ul>	<ul style="list-style-type: none"> <li>• Street trees planted along key major thoroughfares including Collingwood Drive, Namatjira Drive and Lawrie Drive, Collingwood Park and Old Ipswich Road, Riverview. A further nominated suburb list for rollout in 18/19 of further street tree planting on major thoroughfares to be finalised following discussions with relevant divisional Councillors.</li> <li>• Identified Resource requirement and currently undertaking asset capture (several suburbs completed).</li> <li>• Incorporate with Beautiful Ipswich program (stage 1 currently reviewing).</li> <li>• Draft a resource plan for the 17/18 Maintenance Program.</li> </ul>

### Strategy 4 Use resources efficiently and sustainably.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.5/5.1)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>• Maximise diversion of waste from landfilling through the kerbside recycling and green waste services and public transfer stations.</li> <li>• Develop and implement the Resource Optimisation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the waste diversion services provided by Council to the local community.</li> <li>• Investigate how Council will implement the Container Refund Scheme to provide the greatest benefits for Ipswich residents.</li> <li>• Participate in the Council of Mayors working groups on diversion of specific waste materials from landfilling.</li> <li>• Support businesses that manufacture products using recycled content.</li> <li>• Investigate measures to divert priority waste materials from landfilling such as glass, concrete and tyres.</li> <li>• Approve and implement the Materials Recovery Plan.</li> </ul>
Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Works, Parks and Recreation	<ul style="list-style-type: none"> <li>• Review and implement the Integrated Water Strategy.</li> <li>• Identify and deliver water saving projects, including the use of technology for minimising water use in Council facilities and sports fields.</li> <li>• Finalise and implement the Corporate Environmental Sustainability Plan.</li> <li>• Delivery of stormwater improvement projects, including stormwater harvesting; stormwater offsets, rain gardens.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise conversion of irrigation supply from town to river supply at the Tivoli Sporting Complex.</li> <li>• Develop business cases for further conversion to river supply for irrigation purposes at Council sporting fields where feasible and cost effective.</li> <li>• Finalise the implementation of the Redbank Plains Recreation Reserve stormwater harvesting project.</li> </ul>

### Strategy 5 Improve environmental awareness, education and compliance.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)	Health, Security and Regulatory Services	<ul style="list-style-type: none"> <li>• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>





## Goal 5

# 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	RESPONSIBILITY	OUTCOMES	DELIVERABLES
The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/1.1)	Finance and Corporate Services	<ul style="list-style-type: none"> <li>Maintain the accessibility of mayor and elected members in public and media platforms.</li> <li>Mayor's office and electorate offices have capacity, resources and visibility within the community.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct media enquiries and requests for councillors in accordance with policy and guidelines.</li> <li>Conduct advertising and promotional activities in accordance with policy and guidelines.</li> <li>Provide electorate offices with up-to-date and current information about Council activities and initiatives.</li> <li>Development and Implementation of Line of Sight Program.</li> <li>Support electorate offices with appropriate resources and capacity to deliver high standards of service.</li> <li>Electorate officers are provided with training and development opportunities.</li> <li>Ensure electorate offices are visible and accessible to the community.</li> </ul>
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	<ul style="list-style-type: none"> <li>Elected members undertake roles and responsibilities to a high standard.</li> <li>Monitor and review Council's performance, strategic and operational reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Provide advocacy role on behalf of community or individuals where required.</li> <li>Respond effectively to issues impacting on the city and community.</li> <li>Ensure effective and responsible policy and decision making.</li> <li>Maintain a high standard of ethical conduct and transparent decision making.</li> <li>Reporting and monitoring is reviewed for effectiveness and performance outcomes.</li> <li>Ensure reporting to Council is timely and accurate.</li> <li>Exception reporting is provided to Council where required.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Council decisions are better informed through meaningful engagement with the community. (9.6/2.1)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>Data and information provided to Council reflects community needs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Community Research Strategy.</li> <li>Conduct community survey that provides a baseline assessment of community values, needs and feedback (to inform decision making).</li> <li>Commence implementation of knowledge management methodologies to facilitate sharing of research outcomes across Council.</li> <li>Link the statistical data with community engagement findings in order to strengthen the design and delivery of good community engagement projects.</li> </ul>

Community engagement is tailored to the needs of the community and the project. (9.6/2.2)	Arts, Social Development and Community Engagement	<ul style="list-style-type: none"> <li>• Efficient and outcome-focused community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop project specific Community Engagement Plans, as appropriate, that customises engagement strategy to target community.</li> </ul>
Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)	Finance and Corporate Services	<ul style="list-style-type: none"> <li>• Meet or exceed corporate targets for customer service standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve first-point-of-contact resolution when answering customer enquiries.</li> <li>• Answer incoming customer calls directly in a timely manner.</li> <li>• Ensure rate arrears are kept low.</li> <li>• Complete customer service requests in a timely manner.</li> <li>• Register and task all types of incoming Council communication in a timely manner.</li> <li>• Development and Implementation of Line of Sight Program.</li> </ul>

**Strategy 3** Implement initiatives that strengthen governance skills and knowledge.

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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)	Finance and Corporate Services	<ul style="list-style-type: none"> <li>• Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver training and development aligned to performance appraisal development plans.</li> <li>• Corporate training and development opportunities are available for all employees.</li> <li>• Councillors are provided with appropriate training opportunities.</li> </ul>
Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)	Finance and Corporate Services	<ul style="list-style-type: none"> <li>• Maintain an open and transparent approach to information.</li> <li>• Review and maintain Council's enterprise risk management framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide policies and procedures that are up-to-date.</li> <li>• Maintain privacy principles and provide access to information where required.</li> <li>• Effectively manage and resolve administrative action complaints.</li> <li>• Review and maintain a strategic approach to information and retention.</li> <li>• Development and Implementation of Line of Sight Program.</li> <li>• Update the Enterprise Risk Management Framework.</li> <li>• Report to Executive Management on corporate exposures.</li> <li>• Regular monitoring of risks and opportunities.</li> <li>• Monitor insurance exposures and risks to control premiums.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Aim to operate Council's finances with a modest surplus. (9.6/4.1)	Finance and Corporate Services	<ul style="list-style-type: none"> <li>• Ensure sound budgeting principles consistent with long-term financial targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly update and review Council's long term financial plan (LTFP).</li> <li>• Review input assumptions and financial sustainability targets as part of preparation of the LTFP.</li> <li>• Prepare Council's annual budget in line with financial targets set out in the LTFP.</li> <li>• Monitor and report Council's performance compared to budget.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Effectively manage revenue sources relative to debt and service levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Council's debt in accordance with Council's debt policy.</li> <li>• Forecast Council's debt position as part of Council's long term financial planning and budget process.</li> <li>• Monitor and review Council's financial performance ratios and targets.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under Customer Centric priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>
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"> <li>Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Actions are listed in the Health and Amenity Plan under various priorities and include outputs and outcomes that will be achieved within the financial year.</li> </ul>
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"> <li>The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.</li> </ul>	<ul style="list-style-type: none"> <li>A policy will be developed to provide a framework for how and when local laws will be reviewed to ensure they contain no redundant provisions and are contemporary regulatory tools.</li> </ul>





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