City of Ipswich Community Development Strategy 2021–2026

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Ipswich

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ACKNOWLEDGEMENT OF COUNTRY

Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land. The Traditional Owners whose earth, winds and water we share, and have had a deep spiritual and cultural connection to country for thousands of years. We pay our respects to their elders, past, present and emerging, as the keepers of the traditions, cultures and stories of a proud people.

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MESSAGE FROM THE MAYOR

It is a privilege to launch Ipswich City Council's Community Development Strategy 2021-2026; our commitment to empower the groups and organisations that provide essential support, services and networks for our residents.

Community organisations are at the heart of Ipswich's future as a thriving and highly liveable city. Our wonderful variety of groups, services and organisations are keeping the community healthy, inclusive and strong as we prepare to welcome another 330,000 residents by 2041.

Empowering community organisations means walking alongside the people who support our thriving city. Council is committed to our approach to 'do with rather than do for', to build a united and common agenda for achieving positive social and economic outcomes. This strategy is an important step, built out of our partnerships and initiatives in collaboration.

Council is applying five key principles in a targeted approach across our diverse community sector. In implementing the Community Development Strategy it is our priority to:

- 1. Be community centred
- 2. Work together to achieve our shared visions and goals
- 3. Build on an evidence-based approach
- 4. Be flexible and agile
- 5. Demonstrate our commitment to transparency and accountability.

I look forward to sharing the leadership of our community with you as we walk together to keep our community healthy, inclusive and strong in the years ahead.

Mayor Teresa Harding City of Ipswich



Empowering community organisations means walking alongside the people who support our thriving city. Council is committed to our approach to 'do with rather than do for', to build a united and common agenda for achieving positive social and economic outcomes.

MESSAGE FROM THE COMMITTEE CHAIR

The Community Development Strategy 2021-2026 is an important statement about council's commitment to working with our city's dynamic and diverse communities.

Guided by the core themes of resilience, inclusivity, connectedness and capacity building, each of the strategy's five pillars sets clear goals, aims and measures for council's community development program over the next five years.

This is Ipswich's first community development strategy and it comes at an important time.

As a city, we have many challenges ahead of us.

We are South East Queensland's fastest growing city, with our population set to double over the next 25 years and with an average age below the state average. For council, managing this unprecedented growth isn't limited to planning and constructing new roads, parks and footpaths – it's also about how council can help build community capacity and resilience.

This strategy is an opportunity to start that journey on the right foot, to be open and honest about the ways council can work with the community to achieve our shared goals and shape our city's future. At its centre, the strategy outlines a five-year community development program of genuine engagement with Ipswich communities to build strengths within a framework of clear expectations of the support council can provide.

I encourage everyone to read this document and make your voices heard. We want to hear your thoughts and ideas!

I look forward to seeing how this strategy evolves over the next five years and I'm excited to see what council and the community can achieve together.

Cr Andrew Fechner

Chair of the Community, Culture, Arts and Sports Committee



This strategy is an opportunity to start that journey on the right foot, to be open and honest about the ways council can work with the community to achieve our shared goals and shape our city's future.

INTRODUCTION

This Community Development Strategy outlines Ipswich City Council's (council) commitment and priorities for community development in the Ipswich region. It aims to align with council's strategic priorities, and has a focus on strengthening community resilience and building on existing community strengths to help shape the future of Ipswich.

Our goal is that together, we strengthen our community for a resilient future that is inclusive, welcoming, connected and healthy. This will be achieved by delivering a community led, strengthsbased approach to community development. Working with, and alongside our community in developing and strengthening community capability, creating opportunities and leading social change.

This strategy builds on Advance Ipswich 2015 and council's Corporate Plan 2021-2026, Theme Two – Safe, Inclusive and Creative Community. It also aligns with other council plans and strategies, including the Arts and Cultural Strategy 2018-2023, Local Disaster Management Plan and related sub plans, Community Engagement Strategy and the Indigenous Accord 2020-2025. This strategy is also reinforced and champions the Sustainable Development Goals (SDGs) SDG11 Sustainable Cities and Communities – To make cities inclusive, safe, resilient and sustainable. An outline of Ipswich City Council's commitment and priorities for community development in the Ipswich region.

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COMMUNITY DEVELOPMENT AND THE ROLE OF COUNCIL

Community development is a process which empowers the community to come together and take collective action. As the closest of the three levels of government to the community, Ipswich City Council plays a key role in facilitating community development to help meet the needs of Ipswich.

Community development from council's perspective is about facilitating positive social outcomes by working alongside our community in developing and strengthening community capability, encouraging collaborative practices, creating opportunities and leading social change.

Council understands that community development is about **doing with rather than doing for**. We will work with and alongside community members, organisations and other levels of government leveraging our collective capabilities and building a united and common agenda for achieving positive social outcomes.

OUR PRINCIPLES

Our community is dynamic and growing diverse. Our programs will each have a different purpose, involve different people and be delivered in different ways. We will carefully consider these differences and adapt our approaches accordingly.

The principles which guide our approach are:

- we are community centred
- we will work together to achieve our shared visions and goals
- we use an evidence-based approach
- we are flexible and agile
- we show a demonstrated commitment to transparency and accountability.



These five pillars set the direction for council's community development program for the next five years. Each pillar (discussed further below) shares our Goals > Aims > and Measurements. We will measure our success in achieving the outcomes of the pillars at a programmatic level.





Our community has the information and resources needed to access services and support, and our community and charitable groups/organisations are supported, work collaboratively and operate sustainably. Our community members are resilient, and are empowered to lead a life of opportunity and overcome challenges.

Our Goals	Our Aims	Measuring Our Progress
Community and charitable groups/organisations, services, businesses, and government agencies are working together to achieve goals that are driven by community aspirations.	In partnership with key stakeholders implement an annual community service summit to bring together key leaders from community and charitable groups/ organisations, services, businesses, and government agencies to explore opportunities to collectively address complex needs.	The number of, and feedback from, key stakeholders attending the community services summit.
Community is empowered, and has the skills and resources to increase their independence and sustainability to continue to design and deliver community led initiatives.	Implement a program for community groups and organisations to develop their not-for-profit governance capability, complemented by resources that are readily available for community and charitable groups/organisations to strive for excellence. E.g. good governance, grant writing, volunteer management.	The number of, and feedback from, participants at council capacity-building workshops.
	Continue to deliver and enhance council's community funding opportunities to support community and charitable groups/organisations.	The amount of funding allocated by council to community and charitable groups/organisations.
Local community centres are supported and connected, share knowledge and information and deliver	Continue to develop and enhance the operating model for council owned community centres.	Operating model for council owned community centres is designed.
impactful social programming.	Pilot a Social Impact Assessment study to measure and evaluate the social impact of community centres, with a view to establishing an evidence base for future investment in social infrastructure.	Social Impact Assessment Evidence Framework designed to help inform investment in future social infrastructure.

Our Goals	Our Aims	Measuring Our Progress
Increase resilience of the community in the event of a disaster.	Develop resources to complement council's emergency management initiatives, outlining and guiding our response to community led recovery efforts.	Localised resources guiding community led recovery are designed and accessible.
	In partnership with community centres design and implement a resilience capacity building program for local community centres.	Capacity building program for local community centres is designed and implemented.
Community development continues to champion and lead the contemporary community development principles.	Provide strategic leadership in the area of community development by taking an active role in mobilising community assets, identifying gaps and facilitating solutions.	The number of cross- community-connections the Community Development team has been involved with.
	Encourage new thinking about ways to better support and nurture economic, employment and social development.	

Springfield Lakes Community Relief Centre Operations

In October 2020 severe hail storms impacted the Springfield Lakes and Rosewood areas causing significant hail damage with more than 600 homes deemed unliveable. The council response included a strong focus on community led relief. The Springfield Lakes YMCA community centre, supported by council, initiated the Community Relief Centre. While it was in operation, there was a range of services on site with over 2,300 local residents seeking assistance.

EXAMPLE 2

Redbank Plains Social Impact Assessment

In 2016 a community centre was identified in Redbank Plains as an option to facilitate informal social gatherings and place-based community building. In 2018 the Redbank Plains Community Centre opened, and council in partnership with Multicultural Australia, who manage daily operations at the centre, began a multi-year study to track the social impact of the community centre over time. Community insights reported at regular intervals during the study, have fed into centre planning and programming, and supported funding and advocacy work. More generally, tracking community experiences and aspirations over time has highlighted the important role the community centre is playing by providing a place of social connection and support in a rapidly changing environment. Our community members have a sense of belonging and purpose and enjoy a good sense of health, wellbeing and happiness and our community's social capital continues to increase.

Our Goals	Our Aims	Measuring Our Progress
Council will work alongside community stakeholders to develop long term solutions to social challenges within the City of Ipswich.	Participate in community conversations, continue to support community networks to work together to address the social and economic issues. E.g. domestic violence, crime, safety, youth disengagement. Participate and actively support community alliances, interagency and specific sector meetings.	The number of meaningful partnerships and initiatives to be able to develop long term solutions to social challenges.
Council's procurement practices are sustainable and achieve local social impact.	Undertake research and provide strategic advice to maximise council's social impact through sustainable and social procurement practices.	Council has strengthened their sustainable and social procurement practices and is measuring social impact across lpswich.
Our community is progressive, innovative and community stakeholders are empowered and	Provide a forum for community stakeholders to address the social and economic issues together.	The number of, and feedback from, participants to be able to address the social and economic issues together.
supported to address the social and economic issues and together we collaborate for positive change.	Continue to deliver and enhance council's community funding opportunities to support community organisations and groups to work together to address the social and economic issues.	The amount of funding allocated by council to community organisations and groups.
Increased support and initiatives for health and wellbeing in local communities.	Work collectively with health professionals to implement innovative approaches to improve the health and wellbeing of the wider community.	The number of meaningful partnerships and initiatives to be able to develop long term solutions to improving health and wellbeing.
	Partner within community groups and organisations to encourage the participation and involvement of children, young people and families in community activities, particularly activities focused on awareness of mental health and education pathways.	The impact of our actions identified in partnership with community groups and organisations.

Our Goals	Our Aims	Measuring Our Progress
The nature and extent of homelessness and insecure housing in Ipswich is understood and possible solutions and avenues for advocacy	Explore opportunities for research concerning the nature and extent of homelessness and unstable housing in the City of Ipswich.	Evidence based research undertaken on the nature and extent of homelessness and unstable housing in the City of Ipswich.
are explored.	Support and partner with local organisations in the delivery of services to those experiencing, or at risk of experiencing, homelessness and/or insecure housing.	The impact of our actions identified in partnership with local housing and homelessness services.
The barriers to employment in Ipswich are understood and possible solutions and	Explore opportunities for council to increase their support for youth unemployment initiatives. E.g. social impact/enterprises.	The impact and feedback of our actions identified in partnership with interested organisations.
avenues for advocacy are explored.	Support and partner with community stakeholders in the delivery of employment focused initiatives.	The number of meaningful partnerships and initiatives to be able to develop long term solutions to improving employment opportunities.
Improved coordination, promotion and participation of initiatives and activities to celebrate and acknowledge significant weeks and celebrations.	Develop and implement a coordinated approach to promote community initiatives and activities to residents.	The number of, and feedback from community organisations on council's coordinated approach to promoting significant weeks initiatives and activities to residents.
and celebrations.	Maintain and continue to develop innovative digital infrastructure to provide quality information to the wider community.	The utilisation of information and referral pathways managed or coordinated by council.

Fresh Futures Market

The Fresh Futures Market is a free annual event which sees over 90 service providers come together to support young people with a disability, parents, carers, teachers with information about employment and training options within Ipswich. The event is aligned to Disability Action Week and celebrates and highlights the achievements of people with a disability. The event is a collaborative effort of the Ipswich Disability Interagency Network and has created a strong following with more Fresh Futures Markets being replicated in Brisbane, the Gold Coast, Toowoomba and more regions looking at introducing the event to their areas also.



PILLAR 3 - INCLUSION AND CONNECTEDNESS

Our community members all have the same opportunities to participate in every aspect of life to the best of their abilities and desires.

Community members feel they belong regardless of age, ability or background.

Our Goals	Our Aims	Measuring Our Progress
Strengthen our commitment on inclusion and access to overcome barriers that prevent full social and economic participation. Continue to advocate for improved access and inclusion to support people with a disability to participate more fully in the community.	Support and partner with local organisations to implement strategies for accessibility for everyone. The community all feels like they belong regardless of age, ability or background.	The impact of our actions identified in partnership with inclusion and accessibility networks. The number of supported access and inclusion initiatives encouraging residents with a disability to participate and contribute, socially and economically, to their communities.
Those experiencing, or at risk of experiencing, social isolation are connected and engaged with the wider community.	Support and partner with local organisations in the delivery of services to reduce social isolation.	The number of meaningful partnerships and initiatives to be able to address social isolation.
Increased independence of the elderly and those living with a disability.	Deliver the Home Assist Program, removing some of the practical housing related difficulties experienced by older people and people with a disability who wish to remain living in their home.	The number of, and feedback from, Home Assist services delivered.
	Champion active ageing strategies to encourage residents to participate and contribute, socially and economically, to their communities as they age.	The number of supported active ageing initiatives encouraging residents to participate and contribute, socially and economically, to their communities as they age.
Connect community, and to facilitate and/or support community led initiatives that increase social participation, leadership and strengthen connections.	Support and partner with local organisations in the delivery of services to increase the social connectedness of our community.	The number of meaningful partnerships and initiatives addressing social and economic issues.

Our Goals	Our Aims	Measuring Our Progress
Community recognised as leaders in LGBTIQ+ inclusion and the LGBTIQ+ community feel safe and comfortable and do not experience discrimination, harassment and stigma based on their sexual orientation, gender identity or intersex status.	Council will demonstrate an active commitment and will work in collaboration with LGBTIQ+ organisations to actively seek opportunities to share knowledge and learnings with the broader community. Incorporate LGBTIQ+ people and perspectives into external strategies and projects, and consult with peak LGBTIQ+ stakeholder groups.	The number of meaningful partnerships and initiatives with LGBTIQ+ organisations to support the LGBTIQ+ community. The impact of our consultation actions identified in consulting with the LGBTIQ+ community.
Increase resilience of people with a disability in our community in the event of a disaster.	Champion the Disability Inclusion Disaster Risk Reduction project and develop inclusive and accessible resources to complement council's emergency management initiatives.	The number of people with a disability who access and provide feedback about Disability Inclusive Disaster Risk Reduction resources.
Council will use place- based and people centred approaches in delivering strategies and actions across the community.	Design people centred and place based tools and approaches by working with the community to co-design.	The number of meaningful people centred and place based initiatives council has supported with resources to be implemented.

Disability Inclusion Disaster Risk Reduction (DIDRR) Project

Disability Inclusion Disaster Risk Reduction Project means making sure the needs and voices of people with a disability are included in disaster risk management. To achieve this, council is partnering with the Queenslanders with Disability Network, the Centre for Disability Research and Policy at the University of Sydney and the Queensland Government to promote the DIDRR Framework and Person Centred Emergency Planning for people with disability and their carers. Council will continue to work collectively with people with a disability to design a more inclusive and accessible disaster risk management program.



Our community is committed to the continued development of a harmonious and cohesive community. We acknowledge the importance of recognising the Aboriginal and Torres Strait Islander peoples and communities of Ipswich. We welcome that our community is made up of people born in 163 different countries and regions and 152 languages other than English are spoken across Ipswich households.

Our Goals	Our Aims	Measuring Our Progress
Increased connection, harmony and leadership in and between the Aboriginal and Torres Strait Islander communities in Ipswich.	Working collaboratively with the Indigenous Accord Working Group, monitor the delivery, implementation and achievement of the action items detailed in the Indigenous Accord 2020-2025.	The impact of our actions identified within the Indigenous Accord 2020–2025.
Raise cultural awareness and understanding within the community to acknowledge and embrace culture diversity.	Work with Welcoming Cities to access evidence-based research, resources, policies and case studies to strive for leading practice and innovation in welcoming efforts.	The impact of our actions identified in partnership with Welcoming Cities.
Improved health, wellbeing, and connections within the Aboriginal and Torres Strait Islander community.	In partnership with local community organisations design physical activity initiatives to increase participation of the Aboriginal and Torres Strait Islander community.	The impact of our Indigenous wellbeing initiatives, including participant numbers and reported benefits.
Improved health, wellbeing, and connections with our multicultural community.	Continue to connect vulnerable community members of various cultural backgrounds and abilities through singing and music, promoting increased health and wellbeing. E.g. Alchemy Street Choir.	The impact of our multicultural wellbeing initiatives, including participant numbers and reported benefits.

EXAMPLE 5

Black Coffee

Black Coffee is a nation-wide Indigenous Business Network that has been established in Ipswich for three years. The group work together to strengthen the community and generate increased capacity of local black businesses. The network provides a great opportunity for businesses to come together and connect and it also gives council the opportunity to reinforce our commitment to supporting Aboriginal and Torres Strait Islander Business development. A number of these businesses have progressed through council's workshop development programs and are now very successful in their own right. The Black Coffee catch ups have brought together individual businesses that have previously never met and are now supporting each other with opportunities to grow and contract work from each other. Over the past 12 months we have seen many partnerships and great working relationships build between our businesses as they share experiences and advice on their journey.





Our community values and supports a culture of regular volunteering, our community actively participates in community life and community leaders are respected and work with council to collectively respond to community needs and aspirations.

Our Goals	Our Aims	Measuring Our Progress
We listen to our key stakeholders. Community needs and aspirations are responded to by collectively engaging with community leaders and key stakeholders.	Continue to consult with community leaders and key stakeholders on identifying and responding to community needs and aspirations. We will develop long term, meaningful relationships with stakeholders.	Feedback from community leaders and key stakeholders about our relationship and the outcomes of our collective responses to identified community need and aspirations.
Increase community ties with council representatives.	Identify opportunities to integrate councillors into community initiatives.	Councillors' awareness and feedback on the range of community projects and initiatives.
Children, young people and families are involved, and actively participate in, community life.	Partner with the local service providers to encourage the participation and involvement of children, young people and families in community activities.	The impact of our actions identified in partnership with community organisations.
Ipswich youth are heard on the issues they care about and are empowered to undertake change-making initiatives across the city.	Continue to build on a variety of youth engagement initiatives for a diverse range of young people aged 12-25.	The impact of our actions identified in partnerships with youth services.
Explore the skills, aspirations and strengths of young people by focusing on the promotion of positive experiences and developmental outcomes.	Provide a forum for youth voice and building civic leadership skills within the youth community of Ipswich.	The social impact of the Ipswich Youth Advisory Council Program.
Increased understanding of the value of, and participation in creating change/volunteering within the community.	Broaden the support provided to organisations and services that rely on volunteers to deliver successful programs.	The number of, and feedback from, participants at council capacity building volunteer workshops.

Our Goals	Our Aims	Measuring Our Progress
Improved and increased capability of volunteer leaders, community organisations and groups.	Proactively promote council's volunteer programs and continue to enhance online volunteer portal, Better Impact, with a particular focus on promotion to young people.	The number of, and feedback from, volunteers of council programs.
Increased participation, leadership and collaboration between council and seniors.	Consider the establishment of an Ipswich Seniors Advisory Panel to facilitate community members and organisations to provide input and feedback to council about improving the quality of life for seniors in Ipswich.	The impact of our actions identified in partnership with Ipswich Seniors.

Flick the 'swich 2020

Flick the 'swich, a live streamed youth-led engagement series, on Friday 30 October 2020, formed part of Ipswich City Council's official launch of its Children, Young People and Families Policy. The panel event was delivered in partnership with the Ipswich Youth Advisory Council (IYAC). The event's fundamental purpose was to give young people in Ipswich a voice and engage with young people on issues important to them.

These topics included:

- 1. mental health and wellbeing
- 2. Ipswich diversity and acceptance
- 3. employment and transitions to independence.

Approximately 230 questions and comments were submitted by Ipswich young people in advance of Flick the 'swich. This included 38% of questions for Mental Health and Wellbeing, 32% for Diversity and Acceptance, and 30% for Employment and Transitions to Independence.

This event will help inform council's direction for the Youth Sub Plan.

DEFINITIONS

Charitable group/ organisation	Charitable group/organisation is a benevolent institution organised for a specific purpose for the relief of poverty, sickness, distress, misfortune, disability or helplessness providing services that are carried out for the public benefit and is a non-profit organisation.
Community	A group of any size whose members reside in the same locality, share common characteristics (e.g. age, sex, ethnic origin, faith), interest and/or cause. People can belong to several different communities at any one time.
Community Development	A process which empowers community members and groups to come together and take collective action, realise common goals and develop community owned solutions.
Community Engagement	A process by which community and council work together to facilitate community input into council decision making.
Community group/ organisation	Community group/organisation is a not for profit organisation consisting of people having common interests. It is an entity that carries on activities for a public purpose or whose primary object is not directed at making a profit. This would include sporting clubs, social clubs, schools, arts, and cultural groups and service organisations.
Council	The Ipswich City Council, being the local government for the City of Ipswich, and includes all employees of Ipswich City Council and consultants and contractors engaged by or associated with council.
Key Stakeholder/s	A person, group of persons or organisations that have an interest, or can affect or be affected by an issue or decision.
Social Impact	A significant, positive change that addresses a pressing social challenge.
Project/ Program/ Initiative	A planned undertaking that enhances council services in order to achieve a desired outcome, within a defined scope and funding requirements.
Resilience	The capacity to recover quickly from difficulties; a degree of self-reliance.
Resilient Community	A community that takes intentional action to enhance the personal and collective capacity of its residents and institutions to respond to, and influence the course of social and economic change (The Centre for Community Enterprise).

REVIEW PERIODS

The Community Development Team understands that community development is about doing with rather than doing for. Therefore we will continue to seek your input to ensure we strive for excellence across our city.

This Community Development Strategy will be reviewed annually alongside other related council documents and updates and amendments will be made available on our website. Each Pillar will have an action plan with measurable targets that will also be reviewed and updated annually. The review documents showing progress against actions will also be available from the website for the community to view.

An evaluation framework will be developed to be completed in the final year of the plan, allowing community consultation, reflection and learnings.

FEEDBACK

Do you have an idea, feedback or would like to get involved with achieving our goals for Community Development in the City of Ipswich? Let us know.

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Ipswich

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