

City of Ipswich Operational Plan

2019–2020

AMENDED NOVEMBER 2019



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MESSAGE FROM THE CEO

There are exciting times ahead for the City of Ipswich and its loyal and supportive community.

Echoing the recent comments of our Interim Administrator, Ipswich City Council, and the city as a whole, will enter a brave new world in 2019–2020.

And we are excited about the journey ahead of us, with local government elections in March 2020, a new mayor, councillors and soon after a completely refurbished heart for Ipswich Central.

Ipswich City Council's Operational Plan 2019–2020 identifies priority projects and activities that will be delivered to the community, including Nicholas Street.

This Operational Plan is focussed 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 only way a council can ensure that it's delivering what's best for long-term interest of the majority of the community is genuine, two-way engagement and public participation.

Community engagement is the process of working collaboratively with and through groups of people affiliated by proximity, special interest, or similar situations to provide input that enhances decision making on issues that may impact on their well-being or interests.

Council has taken those steps in 2019 with its five Community Reference Groups, which provide a forum for people to discuss issues of community interest. We can now draw from a vast local knowledge base, and thereby give more people a more structured and transparent voice in the decision making process of council.

Additionally, this reference group structure gives people a better understanding of how council works, and offers insights into key projects and activities.

Our Operational Plan will provide the strategic direction for council's planning and service delivery and I look forward to sharing these visions with you, our wonderful community, every step of the way.

David Farmer
Chief Executive Officer

ANNUAL OPERATIONAL PLAN 2019-2020

The Annual Operational Plan 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/NZS ISO 31000:2018.

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 two monthly. Operational Risks applicable at Department Level are reviewed three monthly.

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.






The Operational Plan 2019–2020 was amended in November 2019 to accommodate a council re-structure and resulting changes to priorities.



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
 <p>Strengthening our local economy and building prosperity</p>	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
 <p>Managing growth and delivering key infrastructure</p>	Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.			
 <p>Caring for our Community</p>	Create a city that values its past and embraces opportunities to work together for the betterment of the community.			
 <p>Caring for our Environment</p>	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.			
 <p>Listening, Leading and Financial Management</p>	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.



THEME 1

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)

GOAL 1: 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	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1)	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.	Implement a prioritisation & advocacy framework for regionally significant projects. Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan.	Community, Cultural and Economic Development Infrastructure and Environment
Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	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.	Deliver an audit of key industries and businesses aligned to current and potential export markets.	Community, Cultural and Economic Development

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

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			

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	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area (9.2/3.1)	Planned relocation of complete Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19.	Work on the Ipswich City Council Administration building commenced and the development of Nicolas Street near completion.	Coordination and Performance

Strategy 4 Strengthen the local digital economy.

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			

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

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			

Strategy 6 Diversify the local economy.

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
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)	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.	<p>Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners.</p> <p>Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in Ipswich.</p>	<p>Community, Cultural and Economic Development</p> <p>Community, Cultural and Economic Development</p>
Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	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	<p>Deliver an advocacy and engagement plan focused on economic and workforce priorities.</p> <p>Deliver a suite of industry capability reports auditing the industry ecosystem to identify size, scale, capabilities and priorities.</p>	<p>Community, Cultural and Economic Development</p> <p>Community, Cultural and Economic Development</p>





THEME 2

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 economy development.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Social housing strategy that aligns to projected community needs.	Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the city provides.	Coordination and Performance
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)	Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.	Develop and oversee EOI process for the lease of the Augustine Heights community facility.	Community, Cultural and Economic Development
		Develop a Community Infrastructure Strategy (including investment prioritisation framework).	Community, Cultural and Economic Development
		Design and deliver a new library service at Rosewood.	Community, Cultural and Economic Development
		Design and deliver a collection of library pods at strategic locations throughout the city.	Community, Cultural and Economic Development
		Relocate Ipswich Central Library to the CBD with renewed service offering.	Community, Cultural and Economic Development
Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7)	Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan.	Coordination and Performance
		Review and update the Cat Management Strategy for the City of Ipswich.	Planning and Regulatory Services
		Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp!	Planning and Regulatory Services
		Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department.	Planning and Regulatory Services
Strategy 2 Provide adequate land and infrastructure to support community development and economic activity.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY

No key actions identified for delivery in 2019-2020

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

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
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)	Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.	Work towards a 3-4 year plan, design, procurement and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters.	Infrastructure and Environment

Strategy 4 The city's heritage is conserved

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
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No key actions identified for delivery in 2019-2020

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

KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
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No key actions identified for delivery in 2019-2020





THEME 3

CARING FOR OUR COMMUNITY

GOAL 3: 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	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Celebration of the contribution of diverse communities.	Develop and implement a Public Art Governance Framework.	Community, Cultural and Economic Development
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)	Decision making informed by community needs.	Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting.	Community, Cultural and Economic Development
		Develop and deliver a community sentiment survey to measure trust and confidence.	Community, Cultural and Economic Development
		Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education.	Community, Cultural and Economic Development
		Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a forward program of work.	Coordination and Performance
Strategy 2 Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
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)	Greater connectedness between data/information and decision making.	Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to the State government for delivery of new schools.	Coordination and Performance
Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	Community informed and engaged through planned communication.	Develop and implement a digital community engagement platform.	Community, Cultural and Economic Development
Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)	Prioritisation and broad integration of the Ipswich Smart City Program.	Develop and implement an enhanced digital platform to enable stronger engagement, communication, and information sharing and research capabilities.	Corporate Services

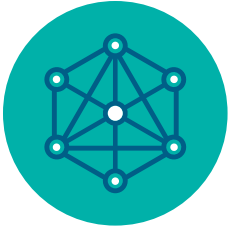
Strategy 3 Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Increased resilience through strength of community leadership.	Develop a community funding framework for the arts and cultural sector.	Community, Cultural and Economic Development
Enhance the capacity of the city's community facilities to link community needs with appropriate services (9.4/3.3)	Planning and design of three (3) new community facilities being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library	Plan and design three (3) new community facilities being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library.	Infrastructure and Environment
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)	Closer alignment to child friendly city principles.	Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city.	Coordination and Performance
Strategy 4 Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			
Strategy 5 Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	Increased engagement of community members in their own health outcomes.	Research community health outcomes to determine priority focus areas.	Community, Cultural and Economic Development
		Analyse data relating to mental health and well-being in the Ipswich region and develop an evidence-based program model.	Community, Cultural and Economic Development
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/*)	Increased cultural tourism.	Develop a public performance framework to activate public events and spaces.	Community, Cultural and Economic Development
Strategy 6 Build on the success of council's community safety programs to address new and emerging issues.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			
Strategy 7 Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2)	Obtain 'in-principle' State and Federal Government support.	Develop and implement a program of work to deliver Council's Arts and Cultural Strategy.	Community, Cultural and Economic Development
		Deliver output aligned to the Public Art Master Plan for the CBD.	Community, Cultural and Economic Development
Strategy 8 Develop greater community resilience and readiness.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1)	An approved and endorsed Local Disaster Management Plan is in place with an annual review process	Deliver the annual review of the Local Disaster Management Plan.	Infrastructure and Environment



THEME 4 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	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive)	Implement the koala, Brush-tailed Rock Wallaby and platypus recovery plans in accordance with the 19/20 actions.	Infrastructure and Environment
Strategy 2 Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Ensure effective catchment and floodplain management. (9.5/3.4)	Develop and implement the Floodplain Management Strategy.	Develop Ipswich Rivers Strategic Floodplain Management Plan.	Infrastructure and Environment
	Maintain up-to-date flood studies	Undertake new catchment and flood study reports.	Infrastructure and Environment
	Delivery of catchment corridor plans	Implementation of the Ironpot Creek catchment corridor plan.	Infrastructure and Environment
Strategy 3 Enhance urban greening.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Review current maintenance program, including street trees and footpath gardens	Completion of the review of maintenance program.	Infrastructure and Environment
		Develop open space capital program for Council's consideration.	Infrastructure and Environment
Strategy 4 Use resources efficiently and sustainably.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Delivery of stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens	Delivery of the stormwater improvement project as identified in the 19/20 capital and operational budgets.	Infrastructure and Environment
Strategy 5 Improve environmental awareness, education and compliance.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			



THEME 5

LISTENING, LEADING AND FINANCIAL MANAGEMENT

GOAL 5: 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	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			
Strategy 2 Provide comprehensive and meaningful community engagement to inform council decision making.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			
Strategy 3 Implement initiatives that strengthen governance skills and knowledge.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/31)	Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.	Develop and implement an effective development program for Council leaders to improve alignment with Line of Sight principles and improve support in embracing cultural changes.	Corporate Services
		Develop a HR Strategy and business plan that aligns with organisational strategies and goals.	Corporate Services
		Implement employee awareness sessions through the Line of Sight program.	Corporate Services
Strategy 4 Maintain a financially sustainable and resilient approach to budgeting.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			
Strategy 5 Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
No key actions identified for delivery in 2019-2020			
Strategy 6 Maintain a consistent and efficient approach to laws and compliance activities across the city.			
KEY ACTIONS	OUTCOMES	DELIVERABLES 2019-2020	RESPONSIBILITY
Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3)	The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.	Undertake a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019.	Coordination and Performance




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