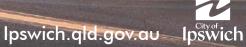
2018-2019 OPERATIONAL PLAN

IPSWICH CITY COUNCIL



Message from the CEO

Enhancing the quality of life for our Ipswich community remains our key priority. It drives us in delivering the shared vision of a city that sets the standard for sustainable growth in Queensland.

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.

Ipswich City Council's Annual Operational Plan 2018-2019 identifies priority projects and activities that will be delivered to the community and reported on quarterly over a one year period. These operational activities are aimed at progressing the implementation of the 2017-2022 five year Corporate Plan and Advance Ipswich plan. Each operational activity aligns with themes identified in Advance Ipswich. These themes identify areas for action and provide the strategic direction for Council's planning and service delivery. These themes are:

- 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

I look forward to further progressing this action plan to create sustainable jobs and opportunities for current and future generations.

Sean Madigan Chief Executive Officer

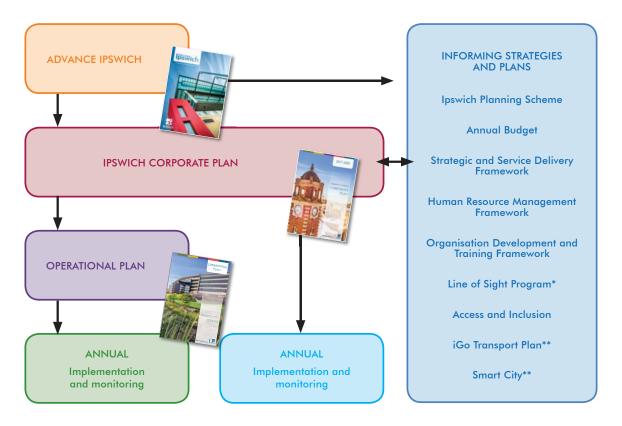
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Annual Operational Plan 2018-2019

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 employeeled 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

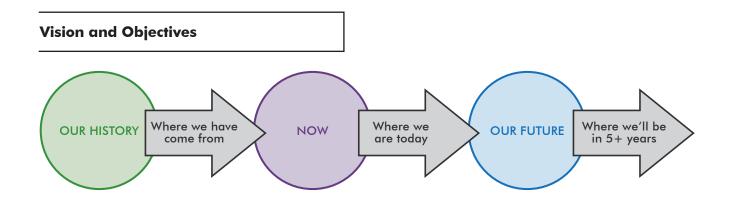
Council has adopted an Enterprise Risk Management Framework that promotes a standard and systematic approach to risk management throughout council in accordance with AS/NZS ISO 31000:2018.

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 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.



2017-2022 Corporate Plan – Making It Happen

Councils 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.			
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.	Annual Operational Plan	Annual Budget	Annual Report
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.



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) ¹	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Deliver a relevant program of regular business development events. Review and implement the 10 year Infrastructure Investment Plan. Provide proactive and reactive contact to local businesses for general enquiries. Provide leadership in the coordination of valued industry and government partners.
Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Deliver targeted interstate and international campaigns to attract new businesses to the city. Support key industry forums creating national awareness and engagement. Deliver an audit of key industries and businesses aligned to current and potential export markets.
Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Deliver compelling opportunities for cooperative and co-funded activity. Provide leadership in the coordination of government, industry and community partners. Provide strong representation of key industries to government trade and investment agencies. Deliver key industry committees providing leadership, collaboration and coordination of effort.
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	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Support community groups or companies progressing innovation initiatives in the city. Deliver an annual jobs forum to promote employment opportunities and discuss local issues.

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	 Increased participation in learning opportunities across targeted community groups. 	 Develop and promote a range of initiatives to facilitate whole of life learning for targeted communities. Provide experiential learning opportunities and engagement. Provide self-paced learning opportunities through online tutorials.
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	• 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 innovation program to increase digital technology and skills capability.
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	• 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.	 Provide a strong representation of the smart city program to government and private sector. Deliver an expanded program of innovation, entrepreneurship, start-up and scale-up services.

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
Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and beverage outlets and higher density inner city living. (9.2/3.3)	Planning and Development	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
Ensure the Ipswich City Centre is well served with appropriate infrastructure, including digital infrastructure, transport, parklands and public spaces. (9.2/3.6)	Planning and Development	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.

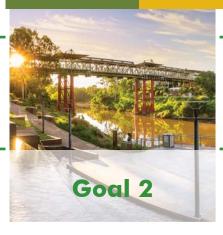
Strategy 4 Strengthen the local digital economy

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Review critical success factors and develop a plan, including a digital infrastructure plan, to support the	Economic Development and Marketing	• Prioritisation and broad integration of the Ipswich Smart City Program.	 Deliver a large scale high capacity sensor network to facilitate IoT testing and deployment.
development of a vibrant local digital economy. (9.2/4.1)			 Deliver targeted interstate and international campaigns to attract IoT testing and development.
			 Deliver easy access to large scale high quality open city data to enable smart solutions.
			 Deliver high performing digital assets which drive awareness, engagement

and conversion.

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	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
Strategy 6 Diversify the local ec	onomy		
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	• Prioritisation and broad integration of the Ipswich Smart City Program.	 Support increased STEM skills programs and pathways in all Ipswich schools. Deliver an innovation program to increase digital technology and skills capability.
Support economic activity based on retail and hospitality in the existing and proposed centres. (9.2/6.3)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	• Deliver a clear and consistent destination marketing plan to increase visitation.
Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Deliver a targeted publicity plan promoting key products and experiences. Deliver a tourism infrastructure investment opportunities plan. Provide an enhanced visitor experience through services, information and facilities. Support the attraction and maximisation of a portfolio of major events across the city. Support tourism operators providing leadership, collaboration and coordination of effort.
Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and agriculture are used. (9.2/6.5)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Support businesses who are actively expporting or representing the city in target markets. Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use.
Support traditional agricultural production and rural activities. (9.2/6.6)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Support businesses who are actively exporting or representing the city in target markets. Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use.
Support emerging and niche agricultural enterprises in rural areas. (9.2/6.7)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Support businesses who are actively exporting or representing the city in target markets. Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use.
Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	Economic Development and Marketing	• Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	 Deliver an advocacy and engagement plan focused on economic and workforce priorities. Support the establishment of key industry centres of excellence. Deliver a suite of industry capability reports auditing the industry eco-system to identify size, scale, capabilities and priorities.
Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9)	Planning and Development	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.



programs to support responsible pet

ownership. (9.3/1.7)

and Regulatory

Services

MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE

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

Strategy 1 Develop a compact, sustainable, mixed use urban form that supports community and economy development **KEY ACTIONS** RESPONSIBILITY OUTCOMES DELIVERABLES Limit urban development to a Planning and Ensure relevant provisions are • Deliver through Development Assessment. defined urban footprint thereby Development contained in the Ipswich Planning Monitor effectiveness of relevant planning protecting important natural Scheme and are delivered through scheme provisions and amend/update environmental areas, waterways, appropriate development outcomes. where necessary. rural areas and scenic landscapes (9.3/1.1)Encourage a diversity of housing Planning and • Ensure relevant provisions are Deliver through Development Assessment. types, styles and densities that contained in the Ipswich Planning Development Monitor effectiveness of relevant planning meet community housing needs. Scheme and are delivered through scheme provisions and amend/update (9.3/1.2)appropriate development outcomes. where necessary. Arts, Social Social housing strategy that aligns to • Develop research partnerships with Government and other stakeholders to Development projected community needs. and Community investigate experiences and aspirations of Engagement Ipswich residents who rent. • Engage government and other stakeholders to prioritise and facilitate the delivery of affordable living outcomes. Encourage higher density Planning and • Ensure relevant provisions are • Deliver through Development Assessment. contained in the Ipswich Planning development around major centres Development Monitor effectiveness of relevant planning and transport nodes and corridors Scheme and are delivered through scheme provisions and amend/update including sensitive infill development appropriate development outcomes. where necessary. that conserves and responds appropriately to places of heritage character significance. (9.3/1.3) Delivery of Council owned social · Ensure optimal community access to relevant Develop a strong network of Arts, Social centres to support community Development infrastructure aligned to the Social Council infrastructure. and Community Infrastructure Plan. connectedness and identity and Develop a Community Infrastructure accessibility to services and facilities Engagement Strategy (including investment that contribute to both social and prioritisation framework). economic outcomes. (9.3/1.4) • Develop strategy to facilitate increased community access to non-Council owned infrastructure. · Design and deliver a new library service at Springfield Central. Design and deliver a new library service at Rosewood. Design and deliver a collection of library pods at strategic locations throughout . the city. • Provide strong representation of key Establish a network of regionally Economic Ensure an effective framework of significant and local business and Development priorities, opportunities and alignment industries to government, trade and and Marketing industry activity nodes. (9.3/1.5) is maintained and championed with investment agencies, bilateral chambers and a measurable focus on factors of industry allies. employment, investment, development Provide strong representation of the city and export. in relevant government, community and industry forums. Incorporate relevant provisions and Health Security • Ensure delivery of actions and Deliver actions from the health and Amenity

outcomes in the Ipswich City Council

Health and Amenity Plan are achieved.

Plan identified for 2018/19.

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	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. (9.3/2.2)	Planning and Development	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	 Deliver forward designs to facilitate timely delivery of future programs. Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.

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

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	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
	Arts, Social Development and Community Engagement	 Preservation and accessibility of digital heritage resources. 	 Curate and promote heritage resources through the Ipswich Libraries and the Ipswich Art Gallery. Cultivate internal and external networks to gain access to private heritage collections for preservation purposes. Preserve and exhibit significant items of cultural heritage relating to Ipswich.
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	• These initiatives continue to be delivered through the Ipswich Heritage Program.	• Continue to provide free Heritage Advisor Service.



through waterside parks and linear open space. (9.3/5.2) Works, Parks and Recreation Works, Parks and Recreation Works, Parks and Recreation More space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.	Deliver the open space network in accordance with the Open Space and Recreation Strategy.
and Recreation open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.	Maintain all fleet classes in accordance with schedule. Prepare contracts for Departmental programs. Undertake asset inspections in accordance with the appropriate standards and schedule.
	Ensure maintenence of Council's roads, footpath and drainage network is delivered as per schedule. Ensure maintenence of Council's conservation estates as per schedule. Ensure maintenence of Council's streetscape areas as per schedule. Ensure maintenence of Council's urban forest estate as per schedule. Provide 85,000 plants/year through the annual free plant program. Develop open space capital program for Council's consideration. Ensure maintenence of Council's open space network is delivered as per schedule.





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 identify. (9.4/1.1)	Economic Development and Marketing	 Active citizen and stakeholder engagement informing strategic marketing and communications. 	 Support a citywide business awards program which recognises local business success. Deliver a contemporary, clear and consistent positioning and narrative representing the city. Support groups, businesses and partners who are actively and positively representing the city.
	Arts, Social Development and Community Engagement	 Celebration of the contribution of diverse communities. 	 Develop and implement a public art Governance Framework. Deliver and support a program of initiatives or events that celebrate the artistic skills and expertise within the community. Increase the exposure of Ipswich's youth to arts and cultural initiatives and events. Develop, implement and support programs which highlight and celebrate diversity within the Ipswich community.
Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	Economic Development and Marketing	• Active citizen and stakeholder engagement informing strategic marketing and communications.	 Deliver the city's most recognised local business news update, research and analysis. Provide all businesses with free access to high quality Ipswich video, image and copy assets. Deliver targeted interstate and international campaigns to represent the city.
Implement a regular program of community opinion surveys to track changes in the values that impact Council's policy development and service delivery. (9.4/1.4)	Arts, Social Development and Community Engagement	 Decision making informed by community needs. 	 Implement knowledge management methodologies to facilitate sharing of research outcomes across Council. Conduct review and analysis of the existing Social Policy framework and commence implementation of forward program of work.



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

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	 Greater connectedness between data/ information and decision making. 	 Conduct an annual library customer satisfaction survey. Inform and engage with relevant stakeholders to support the delivery of the Capital Portfolio of Works. Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to State governments for delivery of new schools. Analyse data relating to unemployment in the lpswich region. Engage with the local community and employment providers to better understand barriers to employment in lpswich. Analyse data relating to Ipswich's Aboriginal and Torres Strait Islander community to better understand the areas of need. Partner with Aboriginal and Torres Strait Islander organisations to develop a program of work that addresses areas of need and creation of opportunities.
Develop a comprehensive set of indicators to inform the community on the direction of socioeconomic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	Arts, Social Development and Community Engagement	 Community informed and engaged through planned communication. 	 Develop a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting.
Establish collaborative agreements for the co-operative development and sharing of socioeconomic data across the region. (9.4/2.4)	Arts, Social Development and Community Engagement	 Ability to benchmark performance across a range of metrics. 	• Develop data sharing protocols to inform formal agreements on how shared data can be used.
Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)	Economic Development and Marketing	 Prioritisation and broad integration of the Ipswich Smart City Program. 	 In line with the Digital City Strategy - evolve and further implement Digital City data driven platforms and archiecture to enable data analytics and visualisations to support decision making.
	Arts, Social Development and Community Engagement	 Increased digital engagement of communities. 	 Strategically utilise library systems and digital marketing channels to promote engagement and use of resources, events and programs. Develop a methodology for online promotion of Council led community programs and initiatives.

Strategy 3 Adopt and deliver an explicit Community Development framework tailored to the needs of the 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	 Increased capability of, and participation by, communities. 	• Develop and implement community planning and development assessment framework for priority development areas.
Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Arts, Social Development and Community Engagement	 Increased resilience through strength of community leadership. 	 Deliver professional development opportunities for the local arts and cultural community through targeted programming and funding. Develop and implement a program of learning and development for community groups and organisations. Develop a community funding framework that support the arts/creative sector.
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. 	 Implement the Ipswich Youth Advisory Council (IYAC) and IYAC Ambassador Program. Develop a policy framework to ensure that the city's design and service delivery meets the requirements of a child friendly city.

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. 	• Deliver Home Assist services to support members of the community to live independently in the home of their choice, and continue to access and engage with their community.

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

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.	• Provide support for the delivery of programs and events for the elderly and those living with disabilities.
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. 	 Implement and maintain the Words for Wellness' initiative and resources Engage with local community health providers and community to better understand barriers to community health outcomes. Research community health outcomes to determine priority focus areas. Partner with health organisations to facilitate the outreach delivery of targeted health services in the community. Develop and implement a program of work to address barriers to community health and facilitate improved health outcomes.
Utilise Planning Scheme provisions to encourage active recreation, the use of active transport and the development of walkable, mixed use neighbourhoods. (9.4/5.3)	Planning and Development	• 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	• Continue to support and provide Council's sporting Event Sponsorship Program.	Deliver and support Council's sport and recreation funding program.Deliver active and outdoor recreation participation programs.
Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate Ipswich's cultural heritage and foster cultural development. (9.4/*)	Arts, Social Development and Community Engagement	• Increased cultural tourism.	 Deliver a broad range of literary programs and events that facilitate community participation in the arts. Develop and deliver a diverse range of high quality exhibitions and activities at the lpswich Art Gallery. Develop programs and events that build the capacity and capability of local artists/performers. Develop a public performance framework to activate public events and spaces. Manage and develop arts venues and assets. Develop the concept for an Indigenous Cultural Centre that promotes local art, culture and customs. Identify an advocacy pathway.

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Delivery of the Safe City program aligned to crime prevention and community safety plans. (9.4/6.4)	Health Security and Regulatory Services	 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. 	 Deliver actions from the Safe City program identified for 2018/19.
Facilitate programs, education and awareness on reducing public health risks in the community. (9.4/6.6)	Health Security and Regulatory Services	• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	 Deliver actions from the Health and Amenity Plan identified for 2018/19. Promote a positive safety culture to achieve zero harm.

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 a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.1)	Arts, Social Development and Community Engagement	• Obtain 'in-principle' State and Federal Government support.	 Develop and implement a program of work to deliver Council's Arts and Cultural Strategy. Develop an Advocacy Strategy for the Ipswich Performance Arts Complex. Develop and deliver a Public Art Master Plan for the CBD. Deliver 'place-making' public art in line with community aspirations.
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	• That the Library's digital strategy aligns to community expectation and Council's digital aspiration.	 Develop and implement the Library Strategy 2017-2022. Design and implement a Virtual Library Branch. Deliver high performing eResource collections. Provide digital literacy programming across all age ranges.

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	• An approved and endorsed Local Disaster Management Plan is in place with an annual review process.	• Deliver the annual review of the LDMP.
Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)	Works, Parks and Recreation	• Emergency Management Strategy to be developed to provide a framework for public information.	Develop and deliver a community resilience strategy.Implement Community Resilience Strategy.
Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)	Planning and Development	• Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	 Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.





CARING FOR OUR ENVIRONMENT

Important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.

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	• Highly effective partnership program with financial and technical incentives to support conservation and waterway health improvement on private land.	 Implement and manage the natural environment in accordance with Nature Conservation Strategy. Deliver the Voluntary Conservation Partnership Programs.
Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	Works, Parks and Recreation	 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. 	• Deliver the Environment and Sustainability Grants Program.

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	• Improved waterway and wetland health.	 Deliver improved waterway, wetland health and diversity in accordance with the Waterway Health Strategy. Key Project 18/19 - Platypus Recovery Plan
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	• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	• Deliver actions from the health and Amenity Plan identified for 2018/19.
Ensure effective catchment and floodplain management. (9.5/3.4)	Works, Parks and Recreation	 Develop and implement the Floodplain Management Strategy. 	• Develop Ipswich Rivers Strategic Floodplain Management Plan.
	Works, Parks and Recreation	• Maintain up-to-date flood studies.	• Review catchment and flood study reports.
	Works, Parks and Recreation	• Delivery of the Habitat Connections Program.	 Undertake new catchment and flood study reports.

Strategy 3 Enhance urban greening

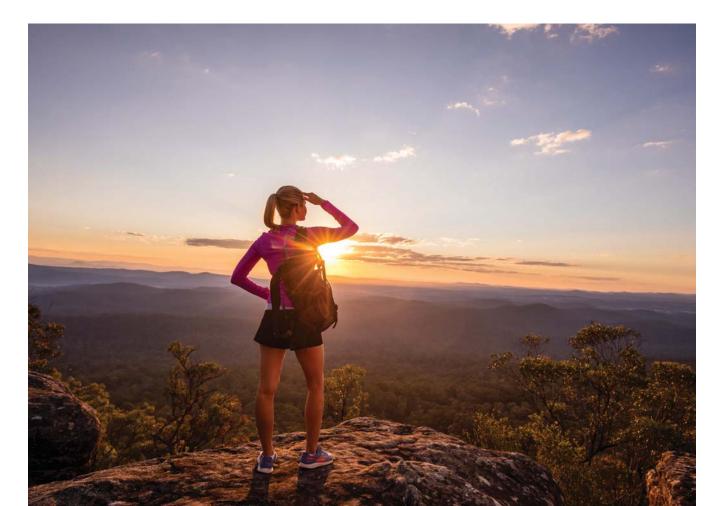
KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Works, Parks and Recreation	 Planning, design and implementation of stage 1 "My Suburb, My City" Beautification program for Collingwood Park and Riverview. 	 Deliver the 9 weekly program for street tree planting requests. KPI for each quarter: report on how many street tree requests planted during quarter.
	Works, Parks and Recreation	 Complete footpath garden Asset capture and mapping. 	 Deliver identified projects as part of the Beautiful loswich Program.

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	• Maximise diversion of waste from landfilling through the kerbside recycling and green waste services and public transfer stations.	 Increase waste diverted from landfilling at the Recycling and Refuse Centres. Increase recycling diverted from domestic collection and disposal services. Increase domestic green waste diverted from domestic refuse service.
Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Works, Parks and Recreation	• Review and implement the Integrated Water Strategy.	 Review and report on water efficiency measures for Council. Report for consideration by 31 December.
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)
- Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.
 Deliver actions Plan identified f







Strategy 1

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.

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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	 Maintain the accessibility of mayor and elected members in public and media platforms. 	• Deliver a contemporary, clear and consistent positioning and narrative representing the city.
	Finance and Corporate Services	 Mayor's office and electorate offices have capacity, resources and visibility within the community. 	• Provide support, resources, training and up to date information about Council activities and initiatives to electorate offices in order to maintain high standards of service delivery.
The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)	Finance and Corporate Services	 Elected members undertake roles and responsibilities to a high standard. 	 Support and provide guidance for elected members in accordance with the Act and Code of Conduct. Respond effectively to issues impacting on the city and community. Ensure effective, timely and responsible policy and decision making.
	Finance and Corporate Services	 Monitor and review Council's performance, strategic and operational reporting. 	 Develop prioritised Reference Architectures and Roadmaps to guide ICT investment in existing key business domains to improve capabilities and opportunities. Implement and operationalise a fit for purpose ICT contract management framework to ensure that Council's ICT spend is compliant and monitored to deliver value and outcomes. Monitor and review Council's performance, strategic and operational reporting to ensure alignment to strategic and operational activities in accordance with the Act.

The Mayor and Councillors represent the Ipswich community and provide strong and visionary leadership

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

KEY ACTIONS	RESPONSIBILITY	OUTCOMES	DELIVERABLES
Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)	Finance and Corporate Services	• Meet or exceed corporate targets for customer service standards.	 Achieve first-point-of-contact resolution when answering customer enquiries to targeted service standard.
			 Answer incoming customer calls directly in a timely manner.

- Ensure rate arrears are kept low to targeted service standard.
- Complete customer service requests in a timely manner to targeted service standard.
- Register and task all types of incoming Council mail in a timely manner to targeted service standard.
- Register and task all types of incoming Council emails in a timely manner to targeted service standard.
- Develop and Implement agreed Line of Sight Program, projects or project elements.

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	 Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making. 	 Deliver training, development and resources to Councillors and staff to enable and support effective, information, 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. Develop an HR Strategy and business plan that aligns with organisational strategies and goals. Develop effective performance measures that ensure HR services meet business stakeholder needs. Implement employee awareness sessions through the Line of Sight program to improve customer focus and employee behaviours.
Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)	Finance and Corporate Services	• Maintain an open and transparent approach to information.	 Ensure corporate policies and procedures are current. RTI and Privacy applications are received and processed within applicable timeframes. Administrative reviews are processed within regulated timeframes. This includes Complaints Management Process and Ombudsman/Office of Information Commissioner Reviews and CCC. Provide greater ease of use and functionality of external interfaces to provide greater transparency to constituents. Implement an electronic solution for Committee and Council meetings to provide an innovative and transparent online meetings management solution.
	Finance and Corporate Services	 Review and maintain Council's enterprise risk management framework. 	 Implement and embed an Enterprise Risk Management Program. Implement regular monitoring and reporting of strategic and operational risks.

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	consistent with long-term financial targets. Regularly update and review Cou term financial plan (LTFP). Review input assumptions and fine	• Ensure the contract management framework improves productivity and performance of ICT contracts and assets.
			 Regularly update and review Council's long term financial plan (LTFP).
			 Review input assumptions and financial sustainability targets as part of the LTFP's preparation.
			 Prepare Council's annual budget in line with LTFP's financial targets.
			 Monitor and report Council's performance compared to budget.
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	relative to debt and service levels. Coun • Forec Coun	 Manage Council's debt in accordance with Council's debt policy.
	Services		 Forecast Council's debt position as part of Council's long term financial planning and budget process.
			 Monitor and review Council's financial performance ratios and targets.

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	• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	• Deliver actions from the Health and Amenity Plan identified for 2018/19.
Council undertakes inspections and appropriate compliance action in respect to nuisance activities. (9.6/5.2)	Health Security and Regulatory Services	• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	• Deliver actions from the Health and Amenity Plan identified for 2018/19.

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	• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	• Deliver actions from the Health and Amenity Plan identified for 2018/19.
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	• Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	• Deliver actions from the Health and Amenity Plan identified for 2018/19.
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	• The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.	• Deliver actions from the Health and Amenity Plan identified for 2018/19.





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