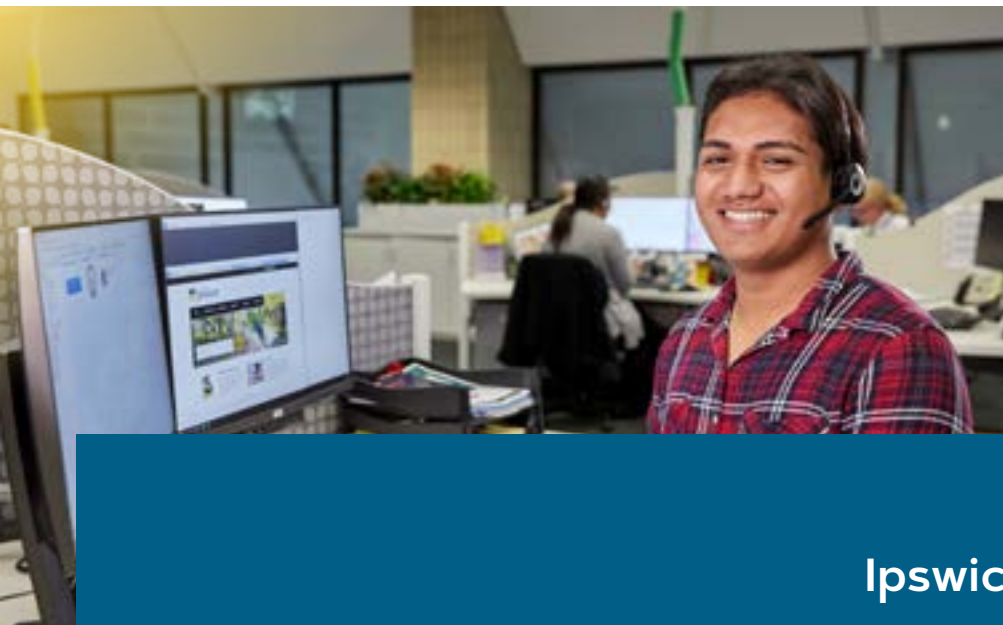


VISION2020

 City of
Ipswich

AUGUST 2019



Ipswich.qld.gov.au

 City of
Ipswich

WATCHING THE CBD TAKE SHAPE

The redevelopment of the Ipswich Central CBD is well and truly underway. All residents have to do is take a walk through Nicholas Street and peep through the hoarding to see the significant work in progress.

While some locals are understandably sceptical after a decade of stop-starts, Interim Administrator Greg Chemello says that providing a fresh new CBD precinct is one of council's top priorities.

"To thrive, CBDs need life. Retail, offices, entertainment, food and beverage venues, educational institutions, health services and inner city living are the usual mix local governments pursue," Mr Chemello said.

"The shining light for Ipswich is health services. Already, one in four jobs in Ipswich Central is in this sector, with recently completed and further planned expansions to Ipswich Hospital and St Andrew's Private Hospital, a range of approvals for health centres, and the current conversion of the former Metro Hotel into an aged care facility.

"Queensland Health has also agreed to buy council's current administration centre and surrounding land to expand as our population swells from 215,000 to about 500,000 in the next 30 years. Hence council needs to relocate its 600-plus council staff to the new administration centre in the CBD".

"Put simply, the CBD would be devastated if it lost the hospital to a "greenfield" location due to lack of expansion room," Mr Chemello said.

In June, council announced that Hutchinson Builders had been nominated as the preferred tenderer to construct the new council building, library and civic plaza at the end of Nicholas Street.

"Hutchinson Builders expect to be on-site with 200 workers in August, a boon for Ipswich Central businesses," added Mr Chemello.

Council is also consolidating a number of reports that led to the redevelopment into a draft Ipswich Central Master Plan. This plan will be released to the community for discussion about *"Where to from here?"*

Business confidence in the future of Ipswich Central is strong, with council's leasing team in discussions with more than 20 possible tenants for the retail, entertainment and food and beverage buildings owned by council. The plan is to refurbish these buildings before leasing them to new tenants and selling them to the private sector, recouping as much money as possible for the city's ratepayers.

"I encourage you to visit the city heart, do a spot of shopping, take a look at the progress and grab a bite to eat at one of the many cafes. We all need to do our bit to support our traders during this challenging time, but there is a very bright light at the end of the tunnel," Mr Chemello said.

To read more about what's planned, visit Ipswichfirst.com.au.

NICHOLASST
IPSWICH CENTRAL



A WORD FROM THE INTERIM ADMINISTRATOR

Ipswich, we're over halfway there. As Interim Administrator, I was given 19 months to return Ipswich City Council to its rightful place as an exemplar which you can once again be proud of and which other councils yearn to learn from and strive to emulate. That is our VISION 2020 goal.

Ten months in and, with the support of your passionate council officers and many significant contributions by the community, we're all well on the way to achieving this goal.

As an organisation, we have had to make some tough decisions; decisions that may not have necessarily pleased all residents but, I believe, are in the best long-term interests of the city.

Nothing that's worthwhile is ever easy, and the 'first half' of this 'match' has required a colossal team effort. As 28 March 2020 draws nearer, I do believe that your council will be in the best possible position to support the next group of elected representatives who will continue to move the city forward.

In this issue of council's VISION 2020 newsletter, we reflect on what has been achieved and focus on what still needs to be done.

Council's 18 Business Transformation Projects are on their way to transforming your council's operations towards a strong position of integrity, accountability and transparency, as highlighted from page 6.

And as the drawing on page 2 shows, the redevelopment of the CBD is definitely underway, with the new low-speed, one-way Nicholas Street to be open to traffic by the end of the year, and Hutchinson Builders secured as council's builder for the majority of the project.

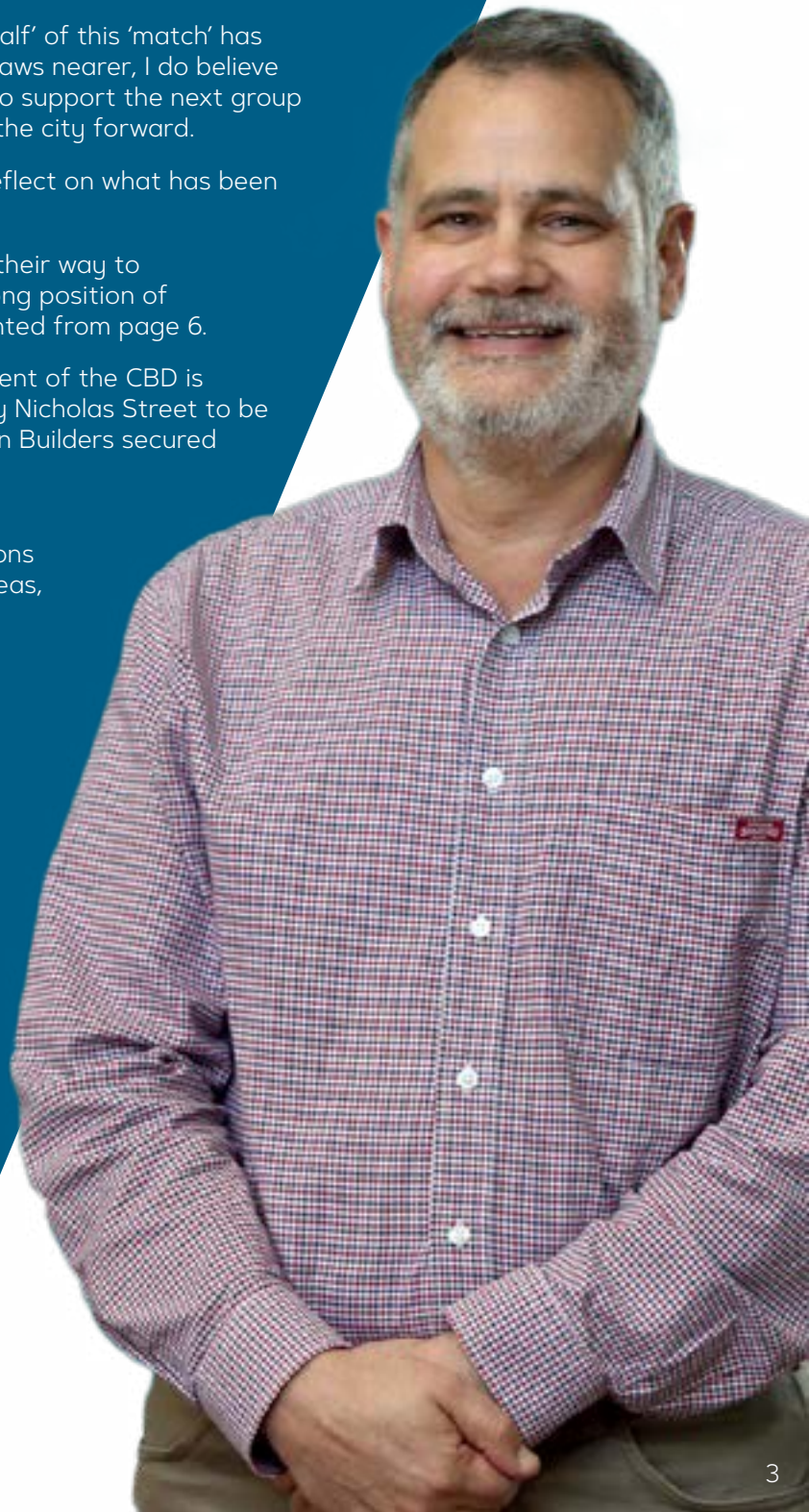
Council has also been focused on getting better in its engagement with the community; asking more questions and really listening to your concerns, thoughts and ideas, which is highlighted in our story on pages 4 and 5.

To those of you who responded to our Divisional Boundary Review survey, or nominated for one of council's five Community Reference Groups, and/or provided advice and views on our early draft Ipswich Planning Scheme; we thank you.

Council CEO David Farmer has only been in the seat a matter of months, but he's well poised to manage council through this period of transformation, as the profile story on page 9 shows. David was certainly the right person for the job and the organisation and community are incredibly lucky to have him here.

I look forward to sharing our future achievements with you between now and the 'full time hooter', in March 2020. In the meanwhile, to keep up with council's news, I encourage you to sign up to Ipswichfirst.com.au.

Regards,
Greg Chemello





REBUILDING TRUST THROUGH GENUINE ENGAGEMENT

It's no secret that councils often need to make difficult decisions. Matters such as planning, whether to invest in a project, or the future direction of the city can divide residents and communities. It can certainly be a challenge to balance competing priorities and differing views.

However, 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 determining the factual information and issues, and undertaking 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. It can be used as a key tool for local government to navigate priorities and it should be the primary driver behind how local governments inform, consult, engage and empower the community.

Unfortunately, the Ipswich City Council of old was not known for its commitment to formal and transparent community engagement practices.

Seeing it as an opportunity to rebuild trust with the community, Interim Administrator Greg Chemello promised to significantly increase the level of genuine engagement and meaningful discussion between stakeholders, residents and council in regards to the future of the city.

"Effective engagement and public participation not only contributes to building trust between the community and the council but it is the foundation of good decision-making," Mr Chemello said.

So how has your council been demonstrating this commitment and how has the community been involved?

Throughout the month of March 2019, Ipswich City Council encouraged residents to help shape their future council by sharing their views on the most appropriate divisional boundary model for the city via a survey, available both online and in hard copy.

This report was prepared by the Interim Administrator for the consideration of the State Government to provide a summary of the city's collective preferences, with three models proposed for consideration through a month-long community consultation program.

Following analysis of the survey data and preference results from 1,049 respondents, as well as a review of 450 written comments provided during the consultation process, the recommendation was for the State Government to select 'Option 3: Divided – 2 to 3 Councillors Per Division (for 4 to 6 Divisions)' for the City of Ipswich, to be effective for the Local Government elections in March 2020 and beyond.

Following the presentation of the report to the state government, the Change Commission undertook its own review into the city's internal boundaries and released its determination report that agreed with council's recommendation of four divisions with two councillors in each. This report can be viewed at the Electoral Commission's website ecq.qld.gov.au/lgr/ipswich. In the proposed structure, divisions 1 and 4 include both rural and urban suburbs, while 2 includes suburbs towards the eastern end of council, and 3 many of the central Ipswich suburbs. Residents were invited to provide feedback on the proposed division.

This is an excellent example of how the community can positively influence the future of the city.

In May, council revealed the 99-strong membership of its five Community Reference Groups who will offer thoughts and ideas to council for consideration across the areas of economic development, resilient communities, growth management, environment, and transparent governance.

Mr Chemello encouraged the community to lodge expressions of interest to join the committees back in March, with 151 eligible nominations received. The first meetings were held in June with great success. The feedback was so positive that the next round of meetings have been brought forward to August.

"We can now draw from a vast local knowledge base, and thereby give more people a voice in the decision-making process of council," he said.

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

And most recently, in an unprecedented move, council released an early draft Ipswich Planning Scheme to the city for community advice and views, under the catchcry of "Your city. Your local area. Your land".

A five-week consultation process was provided during which time the public and key stakeholders were

encouraged to share their views and advice about the overall direction of the draft city plan.

Although this level of early engagement is not required by law, Mr Chemello said it was important to gain public input every step of the way. This is just step one of a three-step engagement process that will run over the next 12 to 18 months.

He said it was an extremely important document for Ipswich as it would determine what types of structures could be built into the city's future, and where.

"Importantly, it also protects residents' way of life by looking at aspects such as open space, the environment, city heritage and opportunities for recreational development," Mr Chemello explained.

The aim is for incoming councillors in March 2020 to be provided with a well-considered draft planning scheme, that has been based on community input and state agencies' technical advice, for the new councillors' review and releasing for formal community comment under the planning law.

And this is just the beginning.

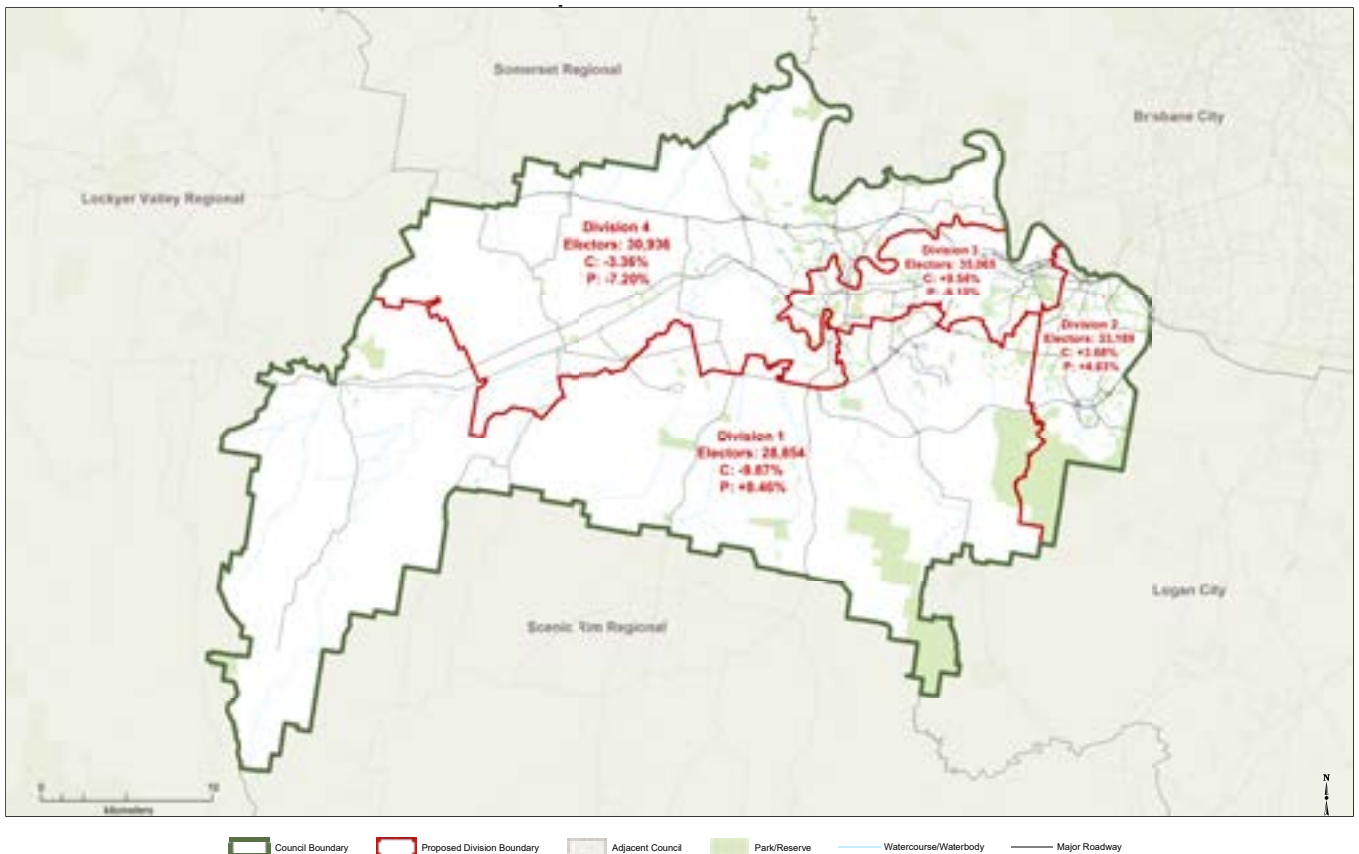
Ipswich locals can expect to hear from council a lot more. Big questions will be asked, opinions will be sought, and ideas will be encouraged via all kinds of communications channels.

An online community engagement platform, to engage and inform, is under production, and a framework is being created to ensure that genuine community and stakeholder engagement is at the core of all key decisions council makes moving forward.

While council still has a ways to go before it reaches "best practice" accolades, it's well on its way, and this is certainly the ultimate goal. This is a win for Ipswich residents, a win for our new elected representatives, and certainly a win for the city.



Proposed Electoral Divisions - The Change Commission



This product was created using datasets from various authoritative sources, and is intended as a guide only to display proposed divisional boundaries. Elector deviation is referenced as C (Current) and P (Projected). The digital GIS data is available FREE to download from Queensland Spatial Catalogue, or Qspatial, at <http://qldspatial.information.qld.gov.au> © The State of Queensland - 2019 (Department of Natural Resources, Mines and Energy). © Electoral Commission of Queensland 2019. Creative Commons (CC BY)

VISION2020: TRANSFORMING YOUR COUNCIL...

One of the highlights of the first 10 months of interim administration was the creation of VISION 2020, council's Business Transformation Program of 18 projects that will lead towards proper and ethical practice and a positive culture for council.

Mr Chemello presented the broad strategy to council staff in a series of workshops in December 2018.

Vision 2020 was then created following staff focus groups, management team workshops and discussions with industry and community leaders about how Ipswich City Council can return to being a leading local government; one that the Ipswich community can again respect and trust.

"This is council's blueprint to establish this council as an exemplar from which other councils can learn and strive to emulate," said Mr Chemello, noting that a number of mayors, councillors and senior officers from other local governments had said they are expecting and hoping that Ipswich City Council will lead the way in local governance reforms over the next year.

Ten months in, Mr Chemello said a considerable amount of work had already been completed by various council departments to address operation reforms – the day-to-day running of council business.

And there will continue to be a heavy focus on major city projects such as development of Ipswich's CBD, waste, roads and the creation of a new planning scheme.

However, it was time to lay a broader platform of reform which would lead council into the future, he told staff at the briefing sessions.

"We have consulted with other local government authorities to extract information on best practices which will help us to define leading government practices," Mr Chemello said.

"It is important that we manage considerable policy, procedural and operational change within a healthy council culture."

"This means we have to stick to 'Confide Recte Agens', which means 'be confident in doing right'; council's motto for 158 years since this city was first established."

The 18 transformation projects are:

- 1 Reporting framework
- 2 People and performance
- 3 Procurement
- 4 Asset management framework
- 5 Strategic allocation of capital and operational resources
- 6 Complaints management framework
- 7 Risk management framework
- 8 Knowledge management
- 9 Policies, procedures and local laws
- 10 Fraud and corruption control
- 11 Delegations
- 12 Information and transparency
- 13 Return to elected representation
- 14 Legislative change
- 15 Community engagement
- 16 Budget framework
- 17 ICT strategy
- 18 Major project prioritisation

Council's Executive Leadership Team and third level managers spent time in strategy sessions with the Interim Administrator and Interim Management Committee (IMC) considering various ideas in the creation of the projects.

These 18 projects vary in their complexity and timeframe. Furthermore, many projects have inter-dependencies which need to be managed, which is why projects have been grouped under three themes – Whole of Council, Finance and Reporting, and Risk and Governance.

Implementation of the Business Transformation Program commenced early in 2019. The target completion date for most of these projects is 31 December 2019.

Here is a brief look at some of the transformation projects with links to a more in-depth explanation on ipswichfirst.com.au:

#3 Procurement

High on Ipswich City Council's 2019 resolution list is a new, easy-to-use and secure procurement system which encourages more local businesses into the local government supply chain.

General Manager of Corporate Services Andrew Knight is overseeing a team drawn from across council which will aim to adopt a new system by the end of the year.

"If by December we can have a procurement framework that will provide clarity and probity for our staff, suppliers and contractors, this will encourage more businesses to be confident in supplying and contracting with council," Mr Knight said.

"This makes perfect business sense. It also means better value for money for ratepayers."

Interim Administrator Greg Chemello said the city's procurement system had progressively evolved in a way which was now too onerous, thereby leading to confusion and discouraging smaller operators from submitting tenders.

ipswichfirst.com.au/ipswich-city-council-business-should-see-clarity-when-working-with-us

#4 Asset Management

Ipswich City Council is looking at how it manages each of the things it owns – roads, bridges, buildings, footpaths, parks, playground equipment, sports facilities, stormwater drains and any other physical asset.

The asset management project is one of the easier projects on the council's current agenda, according to Mr Chemello.

He said asset management was one function of Ipswich City Council that was already at a high standard.

"Asset management is all about value for money for Ipswich ratepayers," he said. "We want to be sure your council is spending money wisely to get the best results for the community."

ipswichfirst.com.au/council-to-further-improve-asset-management



#7 Risk Management

At the core of modern approaches to successful risk management is the need to define and understand an organisation's "risk appetite"; how much risk the council is willing to take in its operations.

Interim Administrator Greg Chemello said council should have no appetite for any risk when it came to the safety of the Ipswich community or council staff.

"Council should ensure that its workforce is provided with the equipment, procedures and skills needed to undertake their work for the Ipswich community safely," he said.

At the opposite end of the spectrum, council should have a reasonable appetite for risk when it comes to the supporting of event grants to community groups.

"We should always be prepared for some of these events to be successful and others not so successful, so our risk appetite would be higher in this area than it would be when assessing potential safety risks."

ipswichfirst.com.au/mission-to-make-ipswich-city-council-an-ideal-model-of-local-government

#10 Fraud and Corruption Control

Fraud and corruption within local government – and Ipswich City Council in particular – has certainly grabbed the headlines in the last 18 to 24 months.

It was behind the decision of the State Government to remove Ipswich councillors and introduce Interim Administrator Greg Chemello last year to get council back on track before the next elections in March 2020.

One of the 18 transformational projects is focused on the review of fraud and corruption, decision-making and integrity within council, which is certainly crucial to restore public confidence in Ipswich City Council and the new elected officials.

This project is closely aligned with another, "review and implement the risk management framework", and will include a review of the draft amended Fraud and Corruption Plan circulated in May 2018.

ipswichfirst.com.au/taking-steps-to-protect-council-from-fraud-and-corruption

#13 Return to Elected Representation

While each and every project is significant, individually and collectively, the return of councillors to Ipswich City Council is perhaps one of the most important upcoming events.

This project is focused on the city's return to elected representation and how it applies to council and potential councillors moving forward.

An education campaign targeting the community on the role of a councillor, and indeed a council, will be undertaken, and a program created to support potential and elected representatives which will include comprehensive pre-election briefings, a full training and induction program for successful candidates, a new support framework for councillors, and a toolkit that will address all potential issues and situations a new councillor may face.

It is expected the field of candidates could be quite large next March given this will be a rare opportunity for people to seek to represent the interests of Ipswich residents with the benefit of a raft of reformed local governance policies and procedures in place.

ipswichfirst.com.au/future-ipswich-councillors-will-face-new-induction-regime





DAVID FARMER: THE MAN WHO ACCEPTED THE IPSWICH CHALLENGE

There's a personality player in most good school rugby league teams, often a big guy who to the cheers of the crowd breaks the line and sets up scoring opportunities for his mates.

He's also the guy who's happy to take a few hits, to set an example, to ensure those around him are as committed to the cause as he is.

As a teenager, self-confessed "bogan from Wollongong" and now Ipswich City Council CEO David Farmer was that guy.

He still is the impact player, particularly if the analogy is a willingness to take on responsibility, looking adversity in the eye, and doing what it takes to win.

In his professional life, Mr Farmer has taken on some big challenges. To continue the football metaphor, he's taken what others might have seen as a hospital pass and turned it into a scoring opportunity.

As a 19-year-old accounting cadet, he pioneered the introduction of electronic spreadsheets for the equivalent of the local electricity board. It resulted in asset sales which funded new infrastructure like rail lines and roads in NSW.

David then moved to Wollongong City Council where a couple of years managing budgets led to the perfect role to set up a corporate planning division. The skillset transferred to Cairns City Council, where he was a strategic planner in the mid-1990s.

Next for David was the role of deputy CEO at Mudgee Council, a country area noted for its coal mining, good wine, hobby farms and tourism. The boss moved on, and Mr Farmer found himself at the helm. That was, until he moved back to Cairns where he worked with Kevin Byrne, a strong-willed mayor and well-known businessman.

Mr Farmer was in the far north from 2000-2007, until his hometown came calling.

The Independent Commission Against Corruption (ICAC) had launched an inquiry which resulted in 11 arrests and more than 100 charges.

Administrators were wheeled in to replace a sacked council. Sound familiar?

"Ipswich is a little bit different. It's been a slow drip of arrests, charges, and now some convictions," he said.

"Wollongong was my home town, so you have roots which dig deep into the community, and you have a spider web of connections, which means you feel you own the issues."

"Also, I was in my mid-40s, in the prime of my career. I had a bit more to lose, and I really wasn't sure what to do. This stuff was unprecedented. The staff were devastated. It was 16 pages every day in the local newspaper."

Returning the council to elected representatives after three years of administration remains one of Mr Farmer's proudest achievements.

Now, in Ipswich, anybody might be forgiven for thinking Mr Farmer is a glutton for punishment. But he doesn't see it that way.

"I wanted a substantial, meaningful role that I knew might be difficult," he says.

Improvements will become evident in a series of governance systems and processes that show Ipswich City Council is at a better level, he says.

How long will it take?

"I don't know," he says. *"Three months, four months, five months. I'd like to see some real progress, then you start to build momentum."*

However long, he says he's in for the long haul.

COUNCIL SNIPPETS

Safe City gets boost with increase in camera numbers

Public safety surveillance has been increased in Brassall, Booval and Goodna with the installation of additional CCTV cameras as part of the staged expansion of Ipswich City Council's Safe City network.

Cameras are installed in public places for the sole purpose of improving safety.

Ipswich City Council's Community Safety and Information Manager, Larry Waite, said on average more than 5,000 contacts are made annually with police to provide valuable information.

"Expansion of the network is undertaken based on identified needs."

"Four new locations in Brassall, one key site in Booval and one additional camera in Goodna have been installed."

Mr Waite said Safe City was established in 1994 to address unacceptable behaviour and crime in Ipswich CBD.

ipswichfirst.com.au/safe-city-gets-boost-with-increase-in-camera-numbers



Ipswich City Council's Safe City control room

Google Street View trekker puts Ipswich on the map

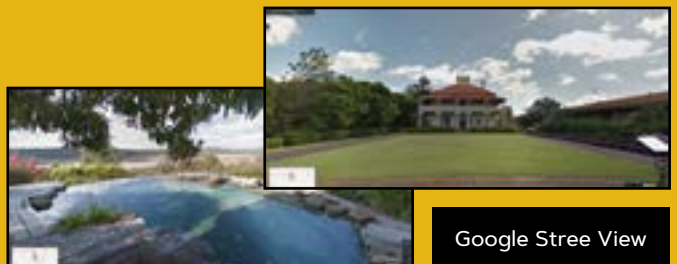
Fifty-seven Ipswich locations never before seen on Google Street View are now available, showcasing some of the most amazing places in the Ipswich region.

The captures are thanks to Josh 'The Bear' Kerr, who was selected from over 200 applicants as the 'human' to carry the Street View Trekker (that weighs around 18 kilograms) – walking three million steps over 90 days.

Mr Kerr was a Spicers Activities Guide before he was chosen in Ipswich City Council's Human Wanted campaign, which launched in March 2018.

Thanks to the interest around the campaign nature conservation has seen a 50 per cent spike in trail use, with White Rock recording 50,000 hikers in 2018 compared to 10,000 in 2017.

ipswichfirst.com.au/google-street-view-trekker-puts-ipswich-on-the-map



Google Street View



COUNCIL SNIPPETS

Ipswich business mission at Avalon 2019, ready to grow defence industries

Businesses in Ipswich are now on a trajectory to grow the defence industry following a successful delegation to the 2019 Australian International Airshow held in Geelong from 26 February to 1 March 2019.

Ipswich City Council continues to work proactively and undertake strategy led initiatives with all levels of government, industry and academia to champion RAAF Base Amberley, land platforms and defence contractors.

The defence industry is front and centre of the Ipswich regional economy and a significant employment sector in the region.

Defence and defence related industries were vital to the future growth of Ipswich. This was highlighted in the Defence Ipswich Action Plan 2018-2023 which outlined the vision of Ipswich City Council to increase the defence footprint in this region.

Council's economic development manager Paul Massingham said it was the role of council to add value and enhance project facilitation with contractors and to enable capability development of Ipswich based SMEs to access defence supply chains.

ipswichfirst.com.au/ipswich-business-mission-back-from-avalon-2019-ready-to-grow-defence-industries



An Australian Army CH-47F Chinook simulates a troop extraction during the flying display at the 2019 Australian International Airshow held in Avalon, Victoria.

How much Ipswich rates will rise in 2019-20?

Ipswich City Council's \$600 million 2019-20 budget will see an average general rate increase for residential properties of just 1.4 per cent.

Interim Administrator Greg Chemello said the rate rise – which compared very favourably with last year's 2.5 per cent average increase – amounted to an average increase in total rates and charges of 35 cents per week.

"Council's 2019-20 budget is all about getting on with the job and delivering the essentials for the community," he said.

"It's the biggest budget in Ipswich's history, and core services expected by residents are a top priority.

"Ipswich's population continues to grow and recently passed the 220,000 mark. This budget prepares council for significant population growth by allocating money to projects essential to future liveability."

Mr Chemello said the maximum pensioner concession continues up to \$245 per year, with an early payment discount of up to \$132 per year.

The average residential owner occupier general rate for 2019-20 will be \$1,339 (up from \$1,320 in 2018-19). The wheelie bin collection charge will be \$361 and the enviroplan levy \$45 – both with no increase from last year.

ipswichfirst.com.au/how-much-rates-will-rise-in-2019-20

YOUR PEOPLE

Meet your Ipswich City Council staff and read why they love their jobs.



Alison Banks

Landscape Architect, Program Management and Technical Services Branch, Infrastructure and Environment Department

"I joined Ipswich City Council just over a year ago. I love my job. I work with a great group of people, the Technical Services team, which have years of experience that they willingly share.

The team delivers excellent designs for civil and landscape works throughout the Ipswich region. My team is supportive and great fun, with a lot of laughs and irreverence.

I get satisfaction visiting completed projects and seeing my design work combined with the efforts of so many dedicated people in council – a team effort."



Allison Ferres-MacDonald

Senior Solicitor, Legal Services Branch, Corporate Services Department

"No day is the same working within the Legal Branch at council.

I appreciate that I have the opportunity to work across a variety of practice areas and with so many different officers across council, and also that I am entrusted to manage my own files and to contribute to projects of strategic importance.

The Legal Branch is a small, friendly team and its members have an easy-going rapport."



Jasmine Ketchell

Compliance Officer, Animal Management, Planning and Regulatory Services Department

"I've been working in the Animal Management team for the past four years.

Prior to working with council, I worked for RSPCA as an Animal Rescue Officer, which enabled me to work closely with wildlife – a real passion of mine.

I find it great being able to work remotely and having this type of opportunity allows me to enjoy nature while still doing my administrative work."



Lorraine O'Donnell

Senior Environmental Health Officer, Compliance Branch, Planning and Regulatory Services Department

"Shortly after moving to Australia in 2011 I started work with council's Environmental Health team.

The best thing about my job is that it contributes to protecting and improving the health of the community.

I love the variety of work that we do and the career development opportunities that the role presents – My team are responsible for many different tasks including food safety inspections, inspections of tattoo and body piercing studios, and public health investigations for issues such as hoarding and squalor, and asbestos."



Brett Kerle

Mechanic, Fleet Branch, Infrastructure and Environment Department

"I wouldn't have been here for 30 years if I didn't enjoy it. The thing I love most about working here is the fellowship with the guys – whether it's guys I've known a long time or the newcomers.

Working as a team makes the day really enjoyable.

I also think some of the managers we've had have made it a great place to work. I came up with the idea for the Hay Pay campaign, and that was really special to have that support from management to see it through – helping people through that was such a feel good moment."



Gavin Turner

Team Leader, Customer Service, Community, Cultural and Economic Development Department

"I was born and bred in Ipswich, so it is very fulfilling and rewarding to be a Call Centre Supervisor in the council where you live.

I oversee a great team that assists the residents of Ipswich at first point of contact, resolving the majority of customer enquiries and complaints. You could only imagine the types of enquiries that are put to the team.

I also work closely with other departments and officers within council as I oversee the CES Universal Queue, which can have in excess of 2,500 requests active at any one time."