City of Ipswich

ATTACHMENTS UNDER SEPARATE COVER

ITEM   ATTACHMENT DETAILS

15.   <u>OFFICERS' REPORTS:</u>

15.2   Adoption of iFuture - Ipswich City Council's Corporate Plan 2021-2026

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iFUTURE ■ CORPORATE PLAN

2021
2026

City of
Ipswich

Acknowledgement of Country

Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land and waters we share. We pay our respects to their elders past, present and emerging, as the keepers of the traditions, customs, cultures and stories of proud peoples.

The Ipswich City Council – Indigenous Accord Symbol Story

This symbol represents both Indigenous and Non-Indigenous People coming together, living and working towards a brighter future for the City of Ipswich and the greater Ipswich region.

Starting from the inner circle, these dots represent the Traditional Owners of the Land, the blue circle with fish represents the river and abundance. Moving outwards the landscape is represented including the rolling hills which surround the city. The triangular motifs represent a brighter future for Ipswich. The seated people around the outside represent members of the Ipswich City Council and members representing the Accord working together. Riki Salam, We are 27 Creative.
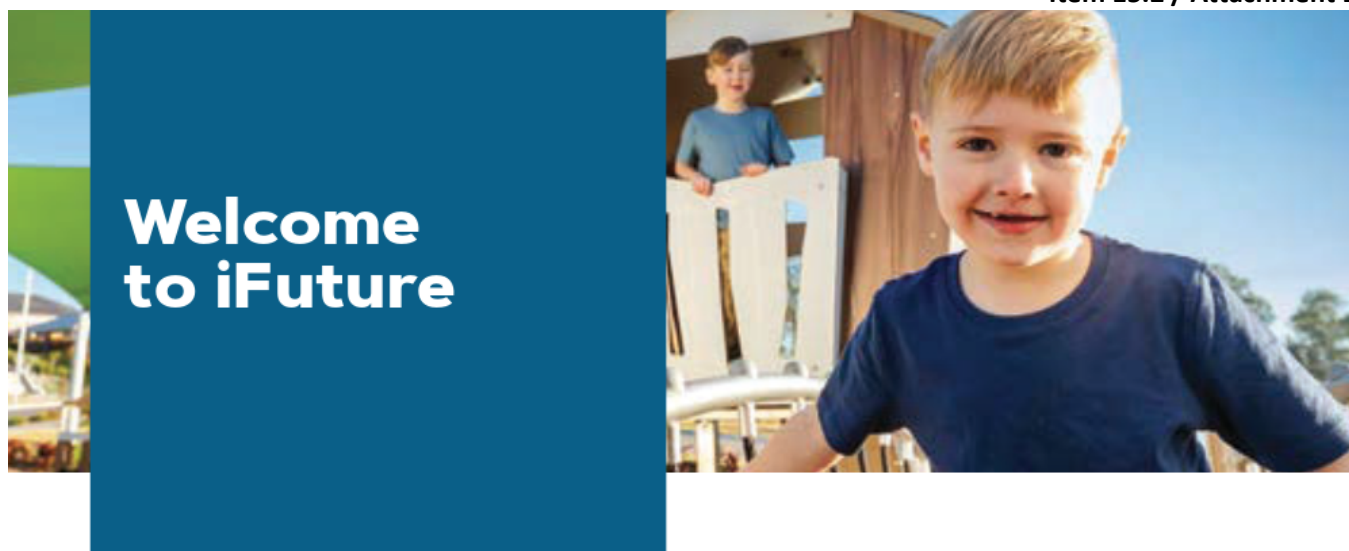
Check out the Indigenous Accord at Ipswich.qld.gov.au

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Last updated: 22 April 2021

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Welcome to iFuture

Welcome to iFuture, Ipswich City Council's (council) Corporate Plan for 2021–2026.

iFuture represents:

Your Vision: the community's vision for 2041

Our Journey: that everyone has a role in getting there

Council's Plan: for the next 5 years.

iFuture, which includes a 20 year community vision, has been divided into four themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.

Each theme includes a 20 year vision statement and our outcomes to achieve over the next five years, identified catalyst projects and key service areas that contribute to the achievement of the outcomes, and a section for how the community can contribute toward our journey.

Together we can achieve the plan.

We have also shown how we will measure our progress, and we will report back to the community in our Annual Report.

COMMITMENT TO HUMAN RIGHTS

Council is committed to protecting and promoting human rights in all the work we do – from the decisions we make to the services we provide. This commitment is stated in council's Human Rights Policy and reflects council's obligations under the *Human Rights Act 2019 (Qld)* (the HRA).

The HRA protects human rights, including property rights, cultural rights and freedom of expression. All people are afforded the same human rights regardless of background, where we live, what we look like, what we think, or what we believe.

By delivering on the outcomes of iFuture, a positive contribution is made toward the protection and promotion of a number of these rights including:

- privacy and reputational rights
- cultural rights
- peaceful assembly and freedom of association
- freedom of thought, conscience, religion and belief
- taking part in public life
- the right to freedom of expression
- the right to freedom of movement
- right to education
- right to health services.

For more information on human rights go to Ipswich.qld.gov.au, and the Queensland Human Rights Commission website.

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Mayor's Message

It is an honour to present iFuture: Your Vision, Our Journey, Council's Plan; a 20-year community vision for the City of Ipswich and Ipswich City Council's Corporate Plan (2021–2026).

iFuture was developed in consultation with residents in our community and key stakeholders from across the Ipswich region and reflects their perspectives and aspirations for our city's future. It represents a shared vision and commitment between everyone who lives, works, and plays in our great city. As our Corporate Plan, it also sets out the outcomes we seek to achieve by 2026 and affirms council's commitment to delivering strategic and operational activities that contribute to achieving the community's long-term vision for Ipswich.

While we have been faced with unprecedented times as a result of the COVID-19 pandemic, our communities have voiced their views on what we need as a city both now and for future generations of Ipswich families. iFuture signifies a new era for local governance in Ipswich and highlights the significant opportunities for our community and businesses that lie ahead for Queensland's fastest-growing city. Looking towards 2041, the themes that will guide our roadmap for the future are:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.

In spite of the recent challenges, our city has much to look forward to and council will continue to advocate for major investments in infrastructure and services to ensure our city is able to keep up with the pace of our unprecedented population growth.

As well as seeking to improve our own service delivery, customer experience, and redeveloping our CBD, we'll also be advocating for priority projects including the Ipswich to Springfield Central public transport network, Ipswich Central second river crossing (Norman Street Bridge), Cunningham Highway and Mount Crosby Highway Interchange upgrades, the North Ipswich Reserve Stadium (and the potential for NRL and A-League football franchises) and a major transformation in waste and resource recovery industries. We must ensure that the City of Ipswich is a liveable, inclusive, sustainable and vibrant city, as we experience significant growth and investment, new housing and a population boom, which will see our current population more than double to 558,000 by 2041.

Council is committed to making a positive difference for our growing community and we look forward to delivering on the iFuture Corporate Plan and community vision.

Ipswich is a city of opportunity for all. Join us.

Mayor Teresa Harding

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Acting CEO's Message

The development of a vision for the city and a new corporate plan provides a true north for Ipswich City Council staff to ensure council is planning and responding appropriately for the growth, challenges and opportunities that will come over the next two decades.

The plan provides clear guidance on where we are now, where we want to be in five years time, how we are going to get there and how we will measure our progress.

The plan will allow us to design our operations annually while we continue our journey to be leading practice in local government.

Community involvement in the development of our strategic direction has been fantastic and we welcomed the feedback in the final stage of public consultation.

The content of iFuture is based on what the community told council matters to them, and what they want the future of Ipswich to look and feel like.

Council engaged with councillors, community and employees through a variety of methods including telephone conversations, various digital tools, futures visioning workshops (online and face-to-face), reference group meetings, school surveys and a creative arts competition.

This new direction for council comes after a tumultuous few years and a tough 2020 in which we stood together and kept a global pandemic largely at bay here in Ipswich. Ipswich's front-line medical teams, council and the community combined and did an outstanding job.

But there is no doubt people across the community, small businesses, mums and dads, and indeed your council, struggled as COVID-19 was felt on every doorstep.

Council delivered a number of financial measures for the community to assist and that continues into 2021. We know this pandemic is not going away anytime soon, even with vaccines being rolled out, and we must continue to plan strongly for our future.

Hence iFuture. This community vision and council corporate plan is more important than ever. If we have plans in place now for the next two decades, then we are already ahead of the curve and will be well prepared for the next challenge that comes our way.

I am confident that working together as a team across our diverse workplaces and performing at our best to serve our community, the city of Ipswich will shine for all the right reasons.

Sonia Cooper

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About our city

Ipswich, traditionally known as Tulmur in the universal Indigenous language, is rich in cultural history, and this year celebrated its 161st anniversary since being declared a municipality in 1860.

It is now the fastest-growing city in Queensland and one of the top 10 nationwide. Today, the population of Ipswich has grown to over 231,000 and will more than double in the next two decades.

It is culturally diverse, with our residents originating from 163 countries and speaking a collective 152 languages.

Spanning an area of 1,090 km², Ipswich enjoys a prime location in South East Queensland, located perfectly between the Gold Coast to the south, Toowoomba to the west, Brisbane to the east, and the Sunshine Coast to the north.

It is a mixture of old and new, with a young population – median age just 32 – and many young families making up close to half of our near 80,000 households.

There is a strong focus on education across Ipswich, from prep to high school, from TAFE to university. The city has two of the oldest and most prestigious secondary schools, two university campuses and, a tradition of job focused vocational education, which positions us well for a bright future.

Our varied industries of defence, manufacturing, transport, logistics, construction, education, health care, tourism, hospitality, and the retail sector provide an array of employment opportunities.

In recent decades the city has gained a strong reputation for preserving built and natural heritage and historical spaces, with 7,500 heritage-protected places and about 600 parks and reserves across the region.

And Ipswich is not standing still: there are growth areas right across the region, from Springfield, Ripley, Redbank Plains, Deebing Heights to Yamanto. More and more people are moving to the west to enjoy one of the most liveable cities in the state and a lifestyle which encourages a live, work and play environment.

The Ipswich CBD is also thriving with the opening of the $250 million Nicholas Street Precinct and a nod to our past with the new civic space, Tulmur Place, new libraries and an Ipswich City Council administration headquarters which will bring a beating heart back to the city centre.

Ipswich has the history, but also an exciting future. Join us on that journey.

POPULATION PROJECTIONS FOR 2041*
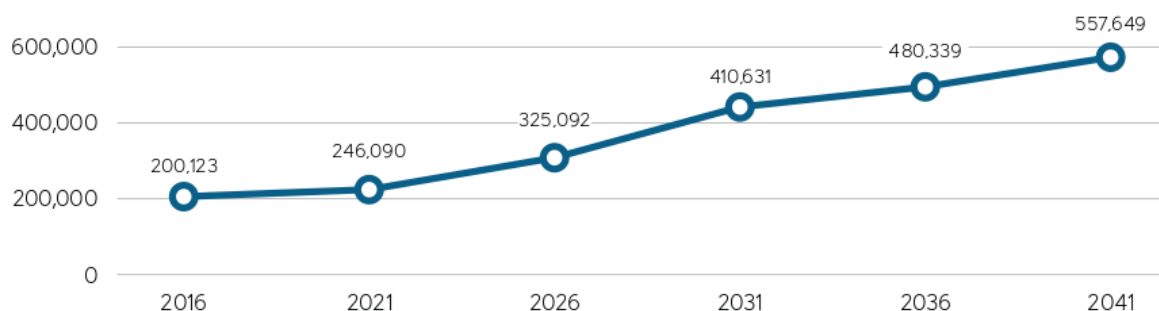
*Queensland Government population projections, 2018 edition: Local government areas snapshot

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IPSWICH IN NUMBERS

POPULATION AND GROWTH

232,930
current population

32 years
median age

152
languages spoken by residents

163
countries originated

COUNCIL SUPPORT

1,402
council staff

14,030
average call centre calls per month

1,209
average customer emails actioned per month

5,441
average service requests raised per month

OPEN SPACE

1,090 km²
land area

400+
parks and
219
nature reserves maintained

7,500
heritage protected places

8,500 ha
open space

INFRASTRUCTURE

$232 million
capital works allocated for 2020–2021

276
sport and recreation facilities

1,284 km
council maintained footpaths and bikeways

1,929 km
council maintained roads

ECONOMY

77,728
local jobs

$10.56 billion
gross regional product

10,260
registered businesses

$603.4 million
total 2020/21 budget

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Our elected representatives

Council's strategic leadership is provided by an elected mayor and eight councillors who serve to deliver transparent, accountable and effective local governance to the city. For further information on council's Mayor and Councillor's go to Ipswich.qld.gov.au

MAYOR

Mayor Teresa Harding

Mayor Harding was officially sworn in as Ipswich's 51st Mayor, at a special declaration of office ceremony at her Raceview home in March 2020. Mayor Harding has professional experience as a former executive in the Department of Defence (leading the maintenance of the RAAF F111 jets), a senior officer in the Queensland Government, and a small business owner. Mayor Harding is a lifelong volunteer. She is an active Rotarian with the Ipswich City Club, and was the President of the Coordinating Organisation for the Disabled in Ipswich, a former board member of the Ipswich Chamber of Commerce and Industry, former board member of Focal Community Services and has been on the Parents and Citizens Association Committee of her children's schools. She is a former member of the Army, a graduate of the Australian Command and Staff College and holds a Master of Management. In her most recent role Mayor Harding led the Queensland Government's open data approach making previously unpublished data and information publicly available.
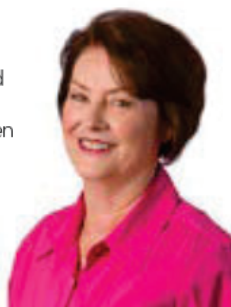
COUNCILLORS

DIVISION 1

Cr Sheila Ireland

Councillor Ireland is a proud fifth generation Ipswichian and part of the local Walker family who opened a coal mine in Ipswich in 1874. Educated at St Mary's College; before coming to council she owned retail businesses in Ipswich City Square for 16 years. Cr Ireland has been on the boards of Apprenticeship Queensland and St Andrew's Hospital, and chaired several committees during four previous terms on council between 2004–2018, most notably Health, Security and Regulatory Services.

Cr Jacob Madsen

Councillor Madsen has lived his entire life in Ipswich, moving between the suburbs of North Ipswich, Wulkuraka, Walloon, Silkstone and now Ripley. One of the younger councillors, Cr Madsen's path to political life has been somewhat different, more recently being a stay-at-home dad with his five-year-old son while finishing his degree. Cr Madsen graduated from university with a Bachelor of Commerce and Arts, having majored in political science and accounting.

Cr Madsen is Chair, Governance and Transparency Committee; and Deputy Chair, Economic and Industry Development Committee.

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DIVISION 2

Cr Nicole Jonic

Councillor Jonic has lived in Goodna since 2011 and together with her husband is raising their two children. Cr Jonic is an accountant, tax agent and partner at a local firm. She is a member of the Institute of Public Accountants, a fellow of the Tax Institute of Australia, former Queensland operations manager of a Queensland wide accounting firm and is undertaking her MBA at the Deakin Business School.

Cr Jonic is Chair, Economic and Industry Development Committee; and Deputy Chair, Ipswich Central Redevelopment Committee.

Cr Paul Tully

Councillor Tully was Queensland's longest serving councillor, from 1979–2018 and has come back with renewed energy. Cr Tully has a law degree from the University of Queensland, a keen interest in keeping bees and operates as a pro bono Australian Migration Agent. He is currently the Local Government Association of Queensland Policy Executive representative for South East District No. 2 (Western Region).

Cr Tully is Deputy Chair, Growth, Infrastructure and Waste Committee.

DIVISION 3

Cr Marnie Doyle, Deputy Mayor

Councillor Doyle was born and raised in Ipswich and now resides in Sadliers Crossing. She is a St Mary's old girl and holds a Bachelor of Laws and Master of Laws. Cr Doyle brings a wealth of corporate experience to council having worked for almost 25 years as a banking and finance lawyer. Cr Doyle has undertaken extensive work on projects including open data, privacy and digital transformation – important issues in Australia with a direct impact on local government.

Cr Doyle is Chair, Ipswich Central Redevelopment Committee.

Cr Andrew Fechner

Councillor Fechner is an Ipswich local with a long history with council. While a student at St Edmund's College he was also a member of the Ipswich Youth Advisory Council. Cr Fechner has spent the past five years building two successful hospitality businesses in Ipswich Central, providing jobs and supporting the local community.

Cr Fechner aims to be a strong voice for young people in the city.

Cr Fechner is Chair, Community, Culture, Arts and Sport Committee; and Deputy Chair, Environment and Sustainability Committee.

DIVISION 4

Cr Kate Kunzelmann

Councillor Kunzelmann is a former nurse, nurse manager and education manager and has lived in Ipswich since 1981, currently residing in Wulkuraka. She is a graduate of the Australian Institute of Company Directors and holds board experience. Cr Kunzelmann has also been a Civil Celebrant, Civil Partnership Notary, is a Justice of the Peace (Qualified) and a long-term member of Zonta and other community groups.

Cr Kunzelmann is Deputy Chair, Community, Culture, Arts and Sport Committee.
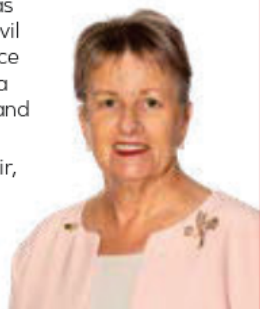
Cr Russell Milligan

Councillor Milligan comes from an extended family of local government elected representatives. Raised on his multigenerational family grazing property, he has a background in matters affecting rural residents.

Cr Milligan was a Military Police Platoon Commander and immediately prior to being elected was a contractor telecommunications technician performing the network build for the NBN rollout. His community involvement includes SES, Rural Fire Brigade, RSL Sub-Branch, Freemasonry and community fundraising.

Cr Milligan is Chair, Environment and Sustainability Committee; and Deputy Chair, Governance and Transparency Committee.

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MAP OF DIVISION 1 AREA

Division 1 includes Blackstone, Calvert, Deebing Heights, Ebenezer, Flinders View, Goolman, Grandchester, Jeebropilly, Lower Mount Walker, Mount Forbes, Mount Mort, Mount Walker West, Mutdapilly, Peak Crossing, Purga, Raceview, Redbank Plains, Ripley, South Ripley, Swanbank, White Rock, and Willowbank.
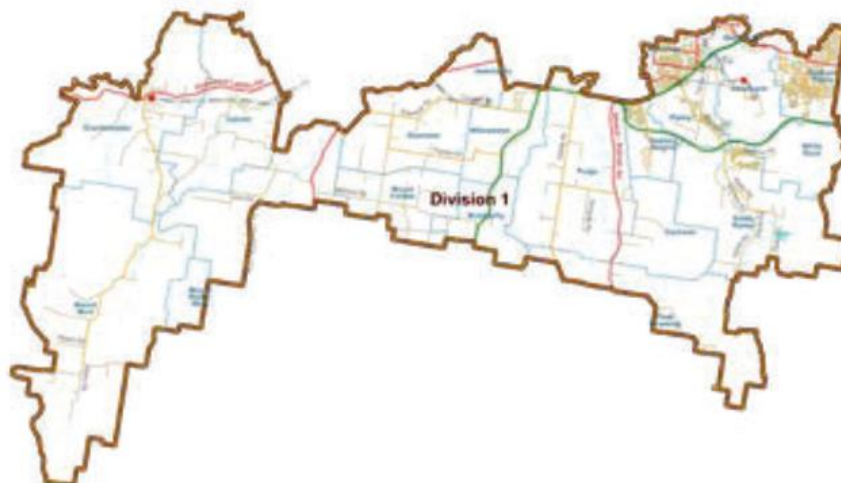
611km²
Population: 58,422

MAP OF DIVISION 2 AREA

Division 2 includes Augustine Heights, Bellbird Park, Brookwater, Camira, Carole Park, Gailes, Goodna (part), Redbank (part), Springfield, Springfield Central, Springfield Lakes and Spring Mountain.

74km²
Population: 65,503

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MAP OF DIVISION 3 AREA

Division 3 includes Basin Pocket, Booval, Bundamba, Coalfalls, Collingwood Park, Dinmore, East Ipswich, Eastern Heights, Ebbw Vale, Goodna (west of Stuart Street), Ipswich, Leichhardt, New Chum, Newtown, North Booval, One Mile, Redbank (excluding houses situated east of Kruger Parade), Riverview, Sadliers Crossing, Silkstone, West Ipswich, Woodend, and Wulkuraka (south of the railway line).

68km²
Population: 59,590

MAP OF DIVISION 4 AREA

Division 4 is oriented in a west-east direction and includes Amberley, Ashwell, Barellan Point, Blacksoil, Brassall, Churchill, Chuwar, Haigslea, Ironbark, Karalee, Karrabin, Lanefield, Marburg, Moores Pocket, Mount Marrow, Muirlea, North Ipswich, North Tivoli, Pine Mountain, Rosewood, Tallegalla, Thagoona, The Bluff, Tivoli, Walloon, Woolshed, Wulkuraka (north of the railway line), and Yamanto.

342km²
Population: 49,415

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Our organisation

Council's organisational structure is supported by the CEO and five General Managers overseeing five departments.

Chief Executive Officer

| Infrastructure and Environment Department | Planning and Regulatory Services Department | Community, Cultural and Economic Development Department | Coordination and Performance Department | Corporate Services Department |

Ipswich City Council currently employs more than 1,200 people and promotes a workplace culture built on our values of communication, collaboration, integrity, efficiency and leadership. Council teams operate across a range of industries delivering a wide range of services to the community, with one common purpose:

Our Purpose

WE TOGETHER -PROUDLY- ENHANCE THE QUALITY OF LIFE FOR OUR COMMUNITY

Our Values.

Collaboration
We work together towards a common purpose and understand every employee plays a role in our success.

Communication
We communicate openly and ensure diverse voices are being heard and valued.

Integrity
We have a professional and respectful workplace and are motivated by public rather than private interests. We inspire others to act ethically.

Efficiency
We provide enhanced service to the people of Ipswich and we aim to get it right, first time.
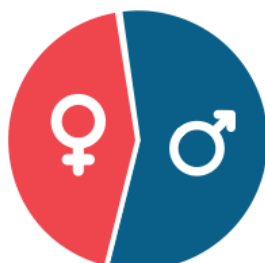
Leadership
We engage the heads, hearts and hands of our people to achieve our purpose, Recognition is part of our every day.

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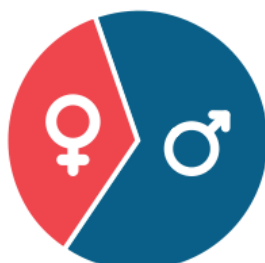**TOTAL STAFF** AS AT APRIL 2021
1,402

STAFF GENDER COMPARISON

Female **44.08%**   Male **55.92%**

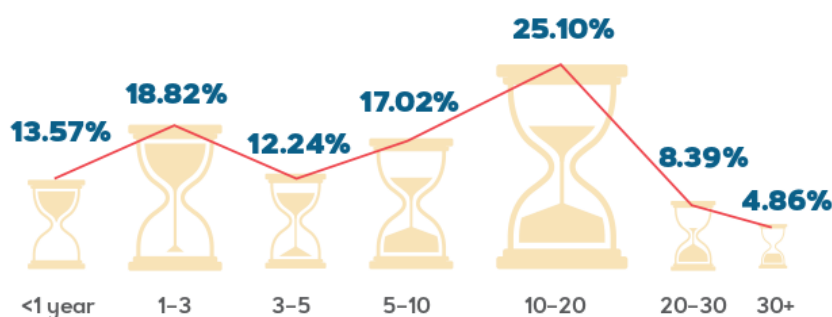Women in Senior Leadership
39.64%

7.84%
employee-initiated separation rate 2020–2021 (incl. age retirements)

STAFF AGE PROFILES

Age	Percentage
15–24	**5.02%**
25–34	**17.73%**
35–44	**26.51%**
45–54	**28.31%**
55–64	**20.08%**
65+	**2.35%**

YEARS OF SERVICE

<1 year	1–3	3–5	5–10	10–20	20–30	30+
13.57%	18.82%	12.24%	17.02%	25.10%	8.39%	4.86%

EMPLOYEE TYPES

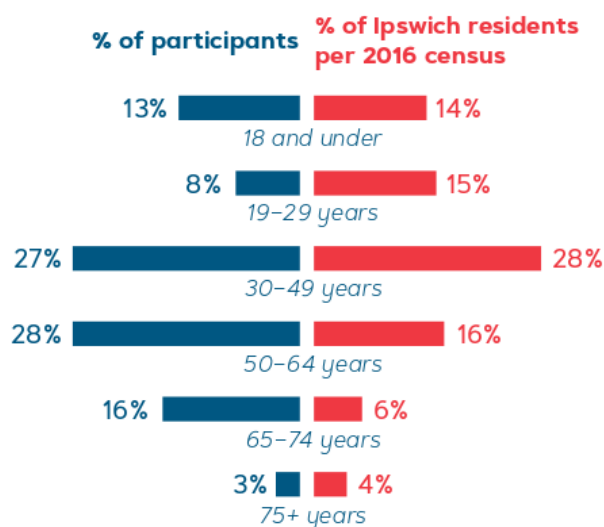| Casual	**8.78%**
Fixed Term	**8.94%**
Permanent	**81.18%**
Other	**1.10%**
Full-time	**89.60%**
Part-time	**10.40%**

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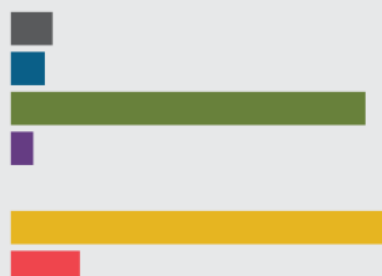
Community involvement

The community vision, themes, and outcomes have been developed through direct engagement with the community.

2,017 community members, including 478 council employees, were directly involved in the development of the plan. Approximately 18,000 people were informed of the project between June 2020 and March 2021.
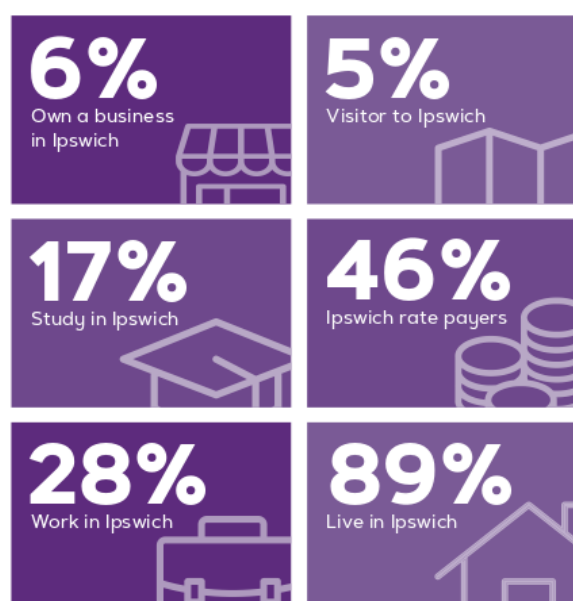
The community and council employees participated in a range of ways including:

- digital and paper-based surveys
- Shape Your Ipswich website
- direct telephone calls
- community meetings with the Mayor and Councillors, council's Community Reference Groups (CRG), Ipswich Youth Advisory Council (IYAC), Murri Interagency
- employee workshops
- creative arts competition.

The age, cultural background, connection to Ipswich, and gender of the community members engaged are shown below. Where possible, comparisons have been made to the Ipswich Local Government Areas (LGA) population profile. The full Community Engagement Report is available at Shapeyouripswich.com
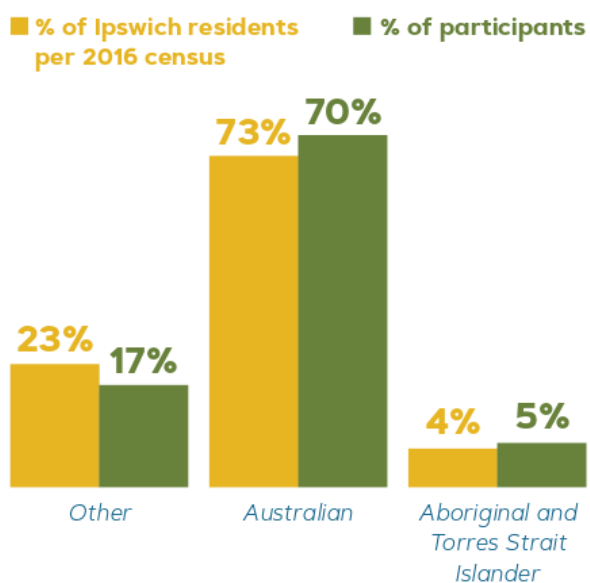
AGE GROUP

% of participants   % of Ipswich residents per 2016 census

	% of participants	% of Ipswich residents per 2016 census
18 and under	13%	14%
19–29 years	8%	15%
30–49 years	27%	28%
50–64 years	28%	16%
65–74 years	16%	6%
75+ years	3%	4%

CONNECTION TO IPSWICH

6% Own a business in Ipswich

5% Visitor to Ipswich

17% Study in Ipswich

46% Ipswich rate payers

28% Work in Ipswich

89% Live in Ipswich

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CULTURAL BACKGROUND

- % of Ipswich residents per 2016 census
- % of participants

73% 70%
23% 17%
4% 5%

Other | Australian | Aboriginal and Torres Strait Islander

GENDER

49% Female

1% Prefer not to say

50% Male

% OF PARTICIPANTS BY LOCATION

23% Div 2

23% Div 4

23% Div 1

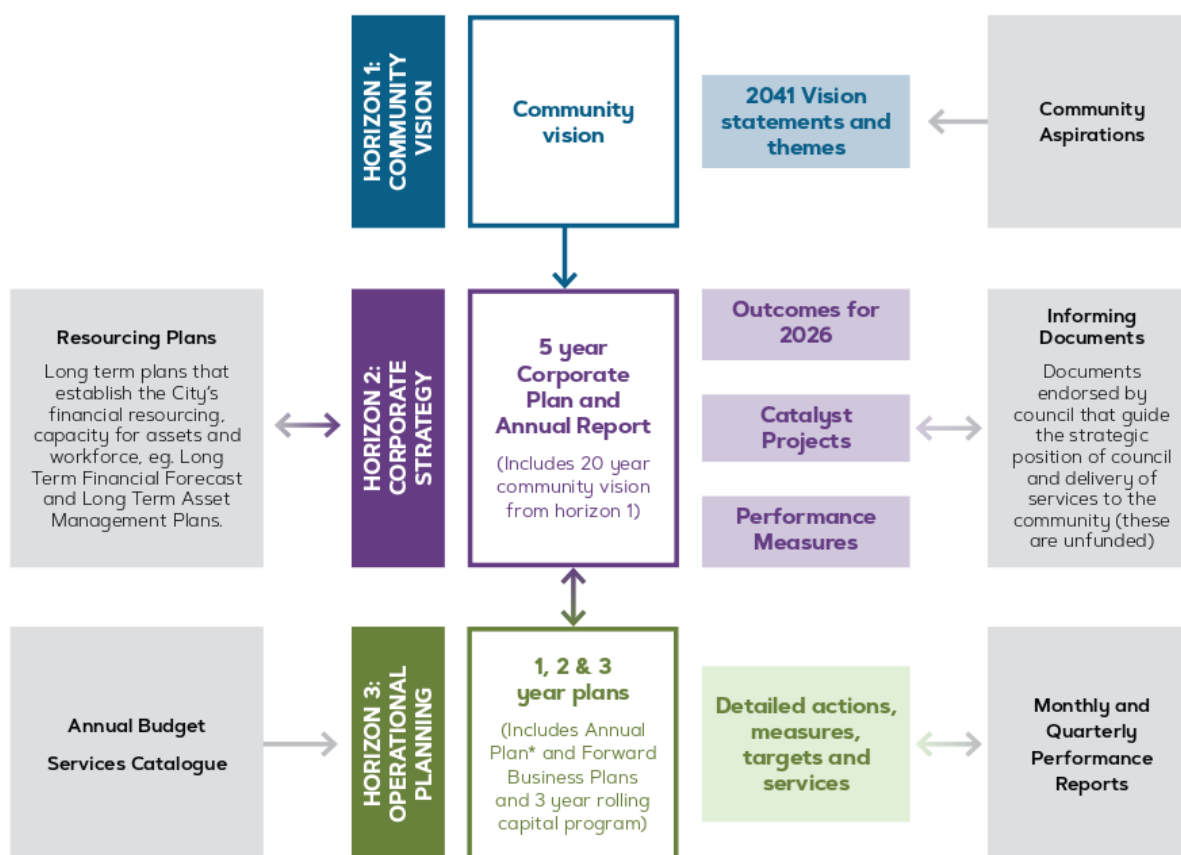**27%** Div 3

4% Outside Ipswich

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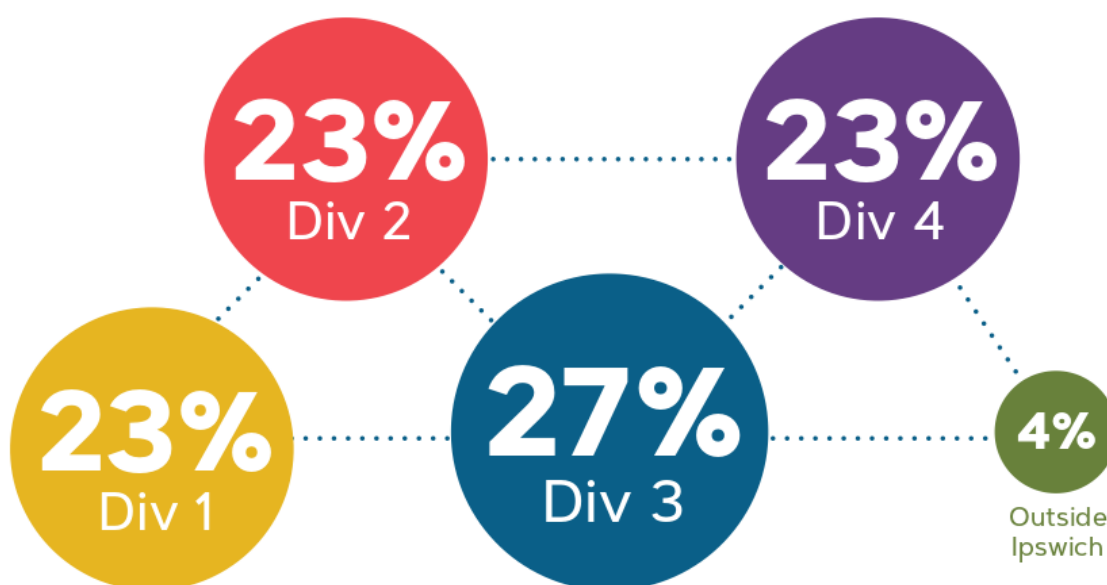
About iFuture

Councils in Queensland are required to engage with their communities, and adopt a 5-year corporate plan which outlines:

- the strategic direction of the council

- how the council will measure its progress towards achieving its vision.

iFuture is council's Corporate Plan and key strategic document that guides our annual operations.

How council intends to work toward the vision and outcomes in iFuture will be set out in council's Annual Plan each financial year. Progress of the Annual Plan will then be reported quarterly and in the yearly Annual Report.

The below image shows council's Integrated Planning and Reporting Framework:

HORIZON 1: COMMUNITY VISION

Community vision

2041 Vision statements and themes ← Community Aspirations

HORIZON 2: CORPORATE STRATEGY

Resourcing Plans

Long term plans that establish the City's financial resourcing, capacity for assets and workforce, eg. Long Term Financial Forecast and Long Term Asset Management Plans. ↔

5 year Corporate Plan and Annual Report

(Includes 20 year community vision from horizon 1)

Outcomes for 2026

Catalyst Projects

Performance Measures ↔

Informing Documents

Documents endorsed by council that guide the strategic position of council and delivery of services to the community (these are unfunded)

HORIZON 3: OPERATIONAL PLANNING

Annual Budget

Services Catalogue →

1, 2 & 3 year plans

(Includes Annual Plan* and Forward Business Plans and 3 year rolling capital program)

Detailed actions, measures, targets and services ↔

Monthly and Quarterly Performance Reports

*Annual Plan is funded.

iFUTURE: YOUR VISION, OUR JOURNEY AND COUNCIL'S PLAN 2021–2026

iFuture sets the long-term vision and goals for our city, and outlines priorities for the next five years, helping council decide on annual operations and budgets.

Each of the four themes in iFuture identify a 2041 vision statement, as well as catalyst projects that will help drive our desired outcomes over the next five years (2026).

These will be prioritised each year through the development of our Annual Plan (operational plan, capital program and budget), to allow council to align the projects and services we deliver to our strategic direction and community's needs.

COUNCIL'S ROLE

Council provides a wide variety of services to support the social, economic, environmental and cultural wellbeing of our community. Council's role in providing these services will be varied and influenced by needs, demand, costs, legislation and community expectation. Other stakeholders, including State and Federal Government agencies, businesses and community groups also have a responsibility to contribute towards achieving the outcomes of iFuture.

THE COMMUNITY'S ROLE

All members of the community can play a significant role in supporting and achieving the vision for Ipswich, with many opportunities for community members to contribute to achieving great outcomes for our community and city. Key ways that our community can support this are identified under each theme throughout this plan. Council encourages all members of the community to consider how they can have an impact and help influence the vision of becoming a city of opportunity for all!

ANNUAL PLANNING

iFuture informs our annual planning process and budget, and sets the parameters to measure our performance (reported through our Annual Report and quarterly Annual Plan reporting). Each year we review our performance, strategic and operational risks, key financial policies, services and assets. This enables us to identify our specific priorities for the following year, and make decisions about our annual planning and budget.

HOW WE WILL MONITOR AND REPORT OUR PERFORMANCE

Council will monitor performance against implementation of iFuture through quarterly reporting against our Annual Plan, as well as reporting against iFuture performance in our Annual Report. These regular reviews will help to ensure iFuture retains its currency and relevance, and is achieving progress towards the desired outcomes for the city in 2026. Through the core measures that have been set against each theme we will be able to track trends on our performance each year.
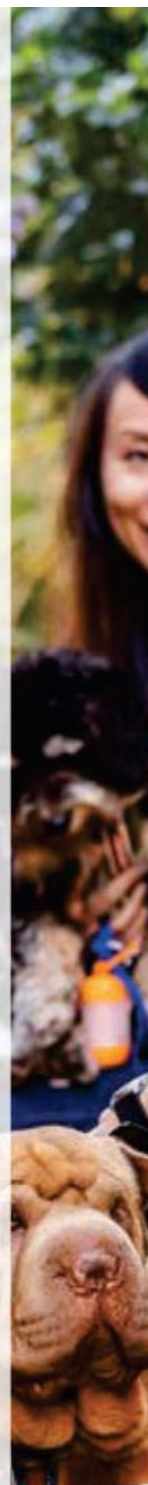

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Ipswich is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger.

We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community and where our economy is innovative and sustainable.

We are a community that unites in both times of need and to celebrate success. And we have much to celebrate.

Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant.

We are a city of centres, connected by a safe, reliable and sustainable transport system and a network of green spaces that connect us to the land where we can enjoy sport, creative pursuits, active recreation or relaxing time with our families and loved ones.

Our history is rich, from our First Nations to our European and multicultural histories and where our cultural landscapes are protected and respected.

As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city.

We are proud to call Ipswich home.

Join us.

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IN 2041

Ipswich has been Queensland's fastest-growing city with South-East Queensland's youngest population. We were well prepared for the growth while balancing positive social and environmental outcomes for our city.

We are a city of centres, with activated places and spaces where we can enjoy creative pursuits and active recreation or relaxing time with our families or loved ones. We are connected by a safe, reliable and sustainable transport system. Our city has dedicated places for dining, and night-time entertainment. Our economy is thriving with businesses ranging from the bespoke and entrepreneurial to the international and established. We drive opportunities for prosperity and support businesses to meet consumer needs and deliver reliable and skilled jobs.

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VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.

2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.

3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.

4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.

5. Ipswich is known as a sought after location for business, industry and visitors.

6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.

7. Ipswich continues to be an affordable city to live in.

8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.

OUR EXISTING STRATEGIES

- City of Ipswich Transport Plan (iGO) and related action plans
- Destination Management Plan 2019–2023
- Ipswich Planning Scheme 2006
- Defence Ipswich Action Plan 2018–2023
- Sport and Recreation Strategy 2015–2020
- Open Space and Recreation Strategy 2014

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Employment numbers by industry (defence, health, construction, advanced manufacturing and education jobs)
- Population Growth
- Development Activity

HOW THE COMMUNITY CAN CONTRIBUTE

- Support Ipswich businesses by buying locally, dining and attending local entertainment events and activities.
- Choose active or public transport over private vehicle usage where possible.
- Where possible work from home or in a local hub to reduce your impact on the transport network.
- Choose sustainable building designs that suit the local character of your neighbourhood.
- Get to know the range of facilities and services available in your local neighbourhood including what sports and recreation are being offered.
- Plan a staycation to discover the hidden treasures and great adventures available in the Ipswich area.
- Invite your friends and family from outside of Ipswich to come and experience all that Ipswich has to offer.
- Businesses can invest locally, create local supply chains and employ local residents.

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OUR CATALYST PROJECTS FOR 2021–2026

Nicholas Street Precinct retail and council Administration Building development and opening.

Ipswich Central Revitalisation Project for significant investment attraction, business, job and activation growth.

Ripley Valley Growth Strategy for council to have a coordinated and multipronged approach to managing the growth and support for Ripley Valley and its community.

Active Ipswich Strategy and implementation plan to increase access and opportunity for participation in sport, recreation, physical activity and nature based recreation.

Small Business Friendly Council implementation.

New Planning Scheme and **Local Government Infrastructure Plan**.

Partner with the Brisbane Lions for the construction of the Brisbane Lions Centre and Training Facility at Springfield.

An **urban design framework** to guide our place making and liveability outcomes and that complements our new planning scheme, strategies, policies and plans.

Major road upgrades for Redbank Plains and Springfield in response to growth.

2032 Olympic and Paralympic Games advocacy.

Advocacy to State and/or Federal Government **for the following city shaping initiatives:**

- Ipswich to Springfield Central Public Transport Corridor options analysis and business case

- Cunningham Highway (Yamanto to Ebenezer Creek upgrades)

- Ipswich Central Second River Crossing detailed business case

- North Ipswich Sport and Entertainment Precinct detailed business case

- Waste and recycling reform and circular economy – comprehensive sector review and reform

- Ebenezer Regional Industrial Area – investment in catalytic infrastructure, inland rail and an intermodal terminal for Ipswich.

- Roads of Strategic Importance – Investment in shovel ready projects that improve road efficiency, capacity and safety (for example the Mount Crosby Interchange).

- A plan for better social services, regional job creation and skills and industry development to support our growing city.

KEY SERVICE AREAS

- Planning and Development

- Infrastructure Strategy & Planning

- Construction City Assets

- Tourism

- Recreation and Sport

- Economic Development

- Local Business and Industry Development

- Arts and Cultural Services

- Events and Marketing

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2041

Theme 2
Safe, Inclusive and Creative

IN 2041

We welcome, support, celebrate and include people from all backgrounds, cultures and abilities. We know that wherever we live, work or play we feel like we belong and we feel safe. It is easy to access the social and health services from a coordinated network that focuses on prevention and intervention where and when it's needed. Our arts and culture scene is thriving and attracting locals and visitors to be a part of it.

SAFE, INCLUSIVE AND CREATIVE
OUR OUTCOMES FOR 2026

1. Our community feels safe.

2. Knowledge and learnings from our past are used to guide and be shared with future generations.

3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.

4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.

5. Our historical buildings are conserved and enhanced.

6. The Ipswich brand is positive and inclusive.

7. Our community has access to the services they need particularly health and social services.

8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.

9. There are high levels of volunteering in the city.

10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.

11. The community feels heard and engaged and we close the loop with our consultation.

12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.

OUR EXISTING STRATEGIES

- Ipswich City Council Indigenous Accord 2020–2025
- Local Disaster Management Plan and related Sub-plans
- Community Engagement Strategy
- Arts and Cultural Strategy 2018–2023
- Information and Communication Technology Strategy 2019–2024

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Population and Demographic Profile
- Shape Your Ipswich engagement

HOW THE COMMUNITY CAN CONTRIBUTE

- Participate in and support local networks, events and festivals.
- Familiarise yourself with the Ipswich City Council Disaster Management Plan and how to prepare, respond and recover from a disaster.
- Learn about and show respect for the diverse and unique culture and heritage within our city.
- Celebrate diversity and embrace opportunities created through the different needs, values and cultures within our community.
- Be part of decision-making by contributing to conversations through council's community engagement online portals and events.
- Get involved and support a local community group by volunteering your time and/or services.

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OUR CATALYST PROJECTS FOR 2021–2026

Sale of the council buildings in South Street, Ipswich to West Moreton Health to allow for the expansion of health services in Ipswich.

A **Creators of Ipswich** initiative is established to progress the Arts and Culture Strategy implementation, and the outcomes of the 2020 Creators of Ipswich Summit including a framework for a creative economy in Ipswich, sources of funding for the sector, capacity building and a partnership between council and the creative sector to help guide planning and development.

Opening of the **Ipswich Children's Library** in the Nicholas Street Precinct.

Our **New Planning Scheme** will conserve and enhance the city's built heritage, as well as recognise the cultural landscape values.

Council Library Strategy and implementation plan to guide planning and development of libraries and their community services including public programming.

Strengthening Ipswich Communities Plan to understand the needs of the city to help strategically guide council's investment, programming and advocacy for community facilities and services.

Activation and integration of Tulmur Place, Ipswich Children's Library, Ipswich Central Library, Ipswich Civic Centre and Ipswich Art Gallery as a **creative and cultural heart of the city** with a strong representation and promotion of local artists.

Implementation of the Ipswich City Council **Indigenous Accord 2020–2025** to acknowledge the commitment between council and our Aboriginal and Torres Strait Islander community.

Community Development Strategy and Implementation Plan to plan and respond to community needs and growth.

We will be **inclusive in our engagement** with the community using technology where we can to increase accessibility for all including closed captions, translation services, Wi-Fi, programming for our events, and exhibitions that represents and celebrates the diversity of our history and cultures.

KEY SERVICE AREAS

- Community Development and Research
- Community Engagement
- Library Services
- Community Safety
- Events and Marketing
- Arts Services
- Emergency Management
- Community Health and Education
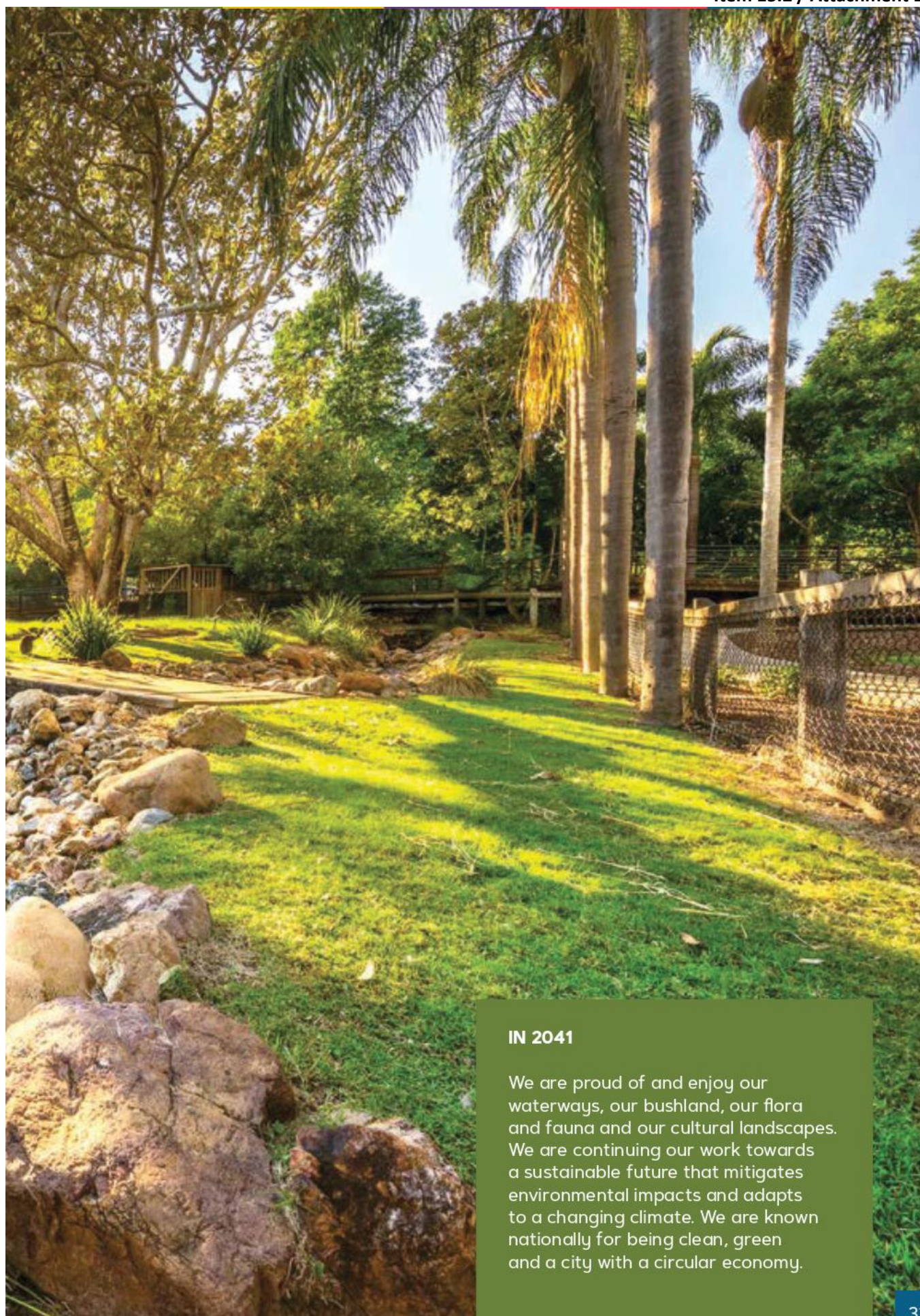- Recreation and Sport
- Planning and Development

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2041

Theme 3
Natural and Sustainable
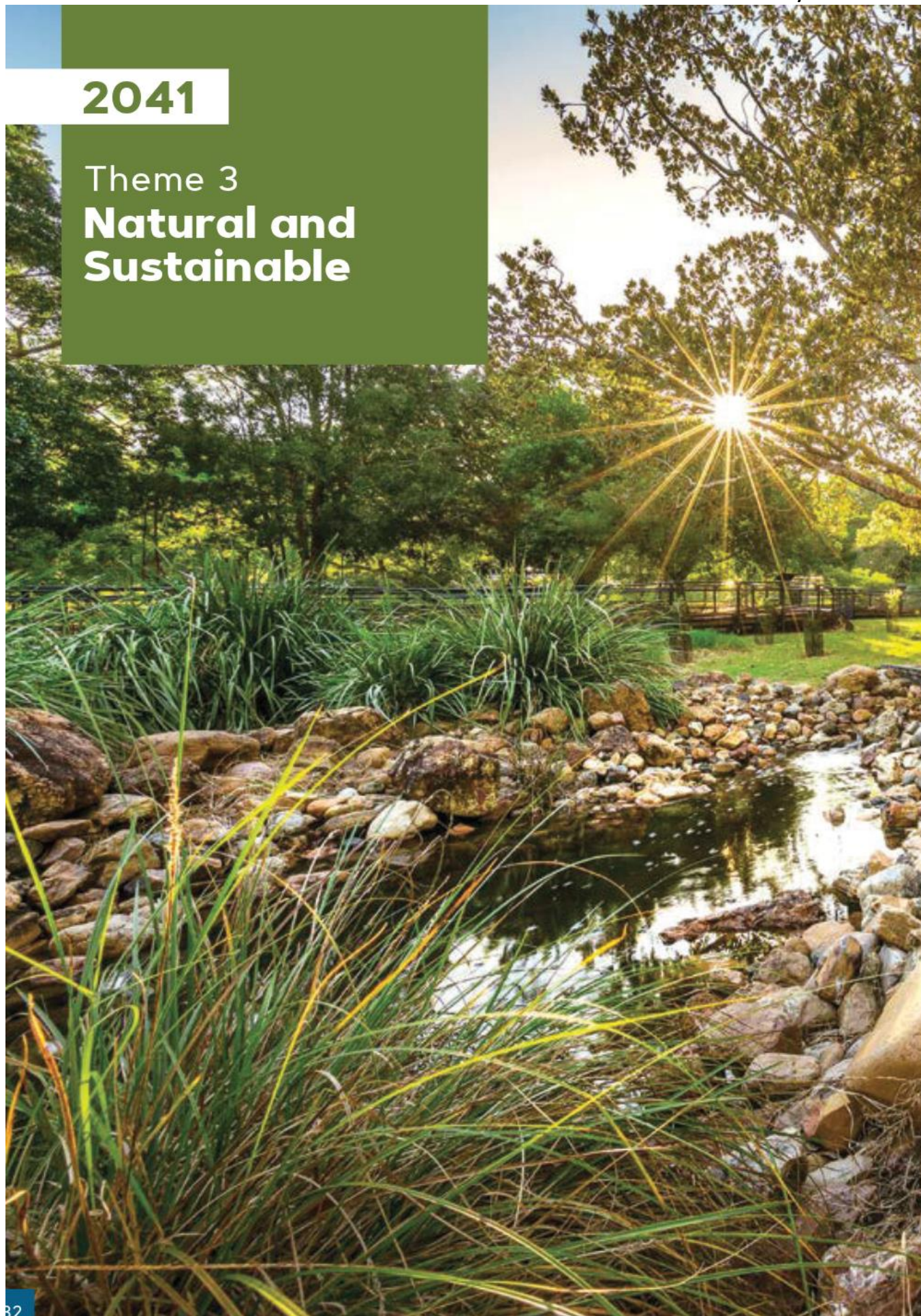
IN 2041

We are proud of and enjoy our waterways, our bushland, our flora and fauna and our cultural landscapes. We are continuing our work towards a sustainable future that mitigates environmental impacts and adapts to a changing climate. We are known nationally for being clean, green and a city with a circular economy.

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NATURAL AND SUSTAINABLE

OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.

2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.

3. Our waterway health is improved.

4. Our natural environment is managed to support the continuation of traditional cultural practices.

OUR EXISTING STRATEGIES

- Materials Recovery Plan 2017–2031
- Sustainability Strategy
- Waterway Health Strategy 2020
- Nature Conservation Strategy 2015–2020
- Integrated Water Strategy 2015–2031
- Ipswich Waste Services Corporate Plan 2021–2026

WHAT IS THE CIRCULAR ECONOMY?

The circular economy seeks to value waste as a resource by driving material recovery activities and demand for recycled content products. It is regenerative and restorative by nature; as it works to keep materials, products and components in the 'user' system for as long as possible by either recycling or transforming them through each cycle of their lives. In doing so, the highest value for all materials, products and components is maintained and waste is designed out of the system.

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Ipswich Waste Services Corporate Plan 2021–2026 Yearly Performance Outcomes
- Waterway Health Report Card

CIRCULAR ECONOMY

Raw Materials · Design · Production, Remanufacturing · Distribution · Consumption, Use, Reuse, Repair · Collection · Recycling · Residual Waste

HOW THE COMMUNITY CAN CONTRIBUTE

- Learn more about our natural environment by exploring our natural areas across the city.
- Participate in conservation, restoration, revegetation, habitat enhancement and fire management on your private property.
- Choose more sustainable goods when making purchases and maximise the value of the resources you use by repurposing wherever possible.
- Participate in minimising waste sent to landfill by reducing food waste and donating quality goods to charities.
- Learn how to minimise contamination in your recycle bin and understand what items can be recycled through the services provided by council.

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OUR CATALYST PROJECTS FOR 2021–2026

Development and implementation of a **Green Corridors Strategy** to protect vegetation and wildlife living alongside our urban environment.

We will capitalise on the strength of our existing waste industry by encouraging **new clean industry opportunities** that contribute to the local economy.

Natural Environment Policy and Strategy to provide council with a corporate position and strategic approach on how it will protect, enhance and restore the city's natural environment.

Sustainability Strategy and implementation to balance the protection of the environment and the pursuit of prosperity to ensure quality of life for the people of Ipswich from generation to generation.

We are proactive in our regulatory services and community education to **deter illegal dumping and littering**.

Our **New Planning Scheme** guides protection of our natural environment and encourages access to green community spaces.

Implementation of the **Waste and Circular Economy Transformation Directive program** which includes:

- establishment of a waste code of practice to guide best practice among waste producers and operators

- advocacy for legislative reform to drive industry best practice waste management services

- planning protections for residential amenity

- a review of council's Materials Recovery Plan

- advocacy for Ipswich and active participation in the development and implementation of the **Council of Mayors SEQ Waste Management Plan** and the **sub-regional alliance** (Ipswich, Logan, Redlands, Lockyer, Somerset) and other regional and sub-regional waste issues.

KEY SERVICE AREAS

- Natural Environment and Land Management
- Resource Recovery
- Sustainability Management
- Planning and Development
- City Maintenance
- Recreation and Sport

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2041

Theme 4
A Trusted and Leading Organisation

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IN 2041

Our community trusts the elected council and staff to make decisions that are transparent, accountable and are in the best interests of the current community and for generations to come. We are leaders in customer service, good governance, financial and risk management. The community and customer are at the centre of everything council does. We have an empowered, connected, resilient workforce and a culture that supports us to perform at our best.

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A TRUSTED AND LEADING ORGANISATION

OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.

2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.

3. We are trusted by our community.

4. We are leaders in good governance.

5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.

6. We are transparent and evidence based in our planning, reporting and decision-making.

7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.

8. We are financially sustainable.

9. Our people are valued, engaged, supported and empowered to deliver at their best.

10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.

11. We support local businesses to be competitive in council procurement opportunities.

12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.

OUR EXISTING STRATEGIES

- Procurement Policy and Buy Ipswich approach
- Information and Communication Technology Strategy 2019–2024
- Good Governance Policy and Guide
- Community Engagement Strategy
- People and Culture Strategy
- Enterprise Risk Management Framework
- Workplace Health, Safety and Wellbeing Framework

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Buy Ipswich – % procurement to local businesses and support of local businesses
- Staff engagement survey
- Financial Sustainability Ratios
- Transparency and Integrity Hub reports and engagement

HOW THE COMMUNITY CAN CONTRIBUTE

- Select digital and paperless service options where available to increase the efficiency of service delivery (and reduce our impact on the environment).
- Provide timely and constructive feedback to help us improve the way we work.
- Be respectful when interacting with our people. We are here to help and want to achieve good outcomes for the community.

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OUR CATALYST PROJECTS FOR 2021–2026

Continue to lead the way with the Transparency and Integrity Hub as the first council in Australia to launch an online portal dedicated to **transparency and integrity** for financial and non-financial data and reporting.

Provide more opportunities for our **elected representatives to interact with community members**.

People and Culture Strategy implementation to develop an empowered, connected, resilient workforce and culture that supports us to perform at our best.

Develop **new funding models** to better meet the demands of our rapid growth across the Local Government Area.

Open Data initiative to publish more information in a meaningful way that is of value to the community and council.

Customer Experience Strategy and implementation plan to make life easier for our customers by having the best possible experience when using or looking for information about our services and dealing with us.

Delivery of the **iVolve project** to implement council's technology solution for the future, to drive better value for money, more integrated service delivery and improved customer experience.

KEY SERVICE AREAS

- Elected Council
- Customer Service
- Governance
- City Maintenance
- Financial Services
- Legal Services
- Regulatory Compliance Services
- Animal Management Services
- People and Culture
- Strategic and Corporate Planning
- Procurement
- Fleet
- Information and Communication Technology
- Media and Communications
- Property and Facilities
- Workplace Health and Safety

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Commercial Business Unit
Corporate Plan

The *Local Government Regulation 2012* states that the Corporate Plan must include information about any commercial business unit, specifically the objectives and an outline of the nature and extent of the significant business activity the commercial business unit will conduct. Council's only commercial business unit is Ipswich Waste Services.

IPSWICH WASTE SERVICES

OBJECTIVES

Ipswich Waste Services' (IWS) primary objective is to provide sustainable resource recovery and waste management solutions to residents and businesses of the City of Ipswich.

It is the primary objective of Ipswich Waste Services to:

- reduce the city's waste disposal at landfills

- increase and expand valuable resource recovery and recycling practices

- strive for excellence in customer service

- be the benchmark for efficient and effective waste management services.

SIGNIFICANT BUSINESS ACTIVITY

Ipswich Waste Services provides essential waste and resource recovery services to the City of Ipswich through:

- facilitating household general waste, recycling and green waste collection services

- providing commercial collection services to the businesses of Ipswich

- operating the Riverview and Rosewood Recycling and Refuse Centres

- servicing public place bins for the city and supplying other public amenity collection services

- providing waste removal solutions for temporary and special event hire requirements, including skip bin hire

- delivering waste education materials and resources to the community

- providing assisted household waste collection services.

In order to demonstrate the Ipswich Waste Services team's commitment to achieving these objectives, the following targets have been set to be achieved over the next five years.

REDUCE WASTE TO LANDFILL—RECOVERY RATE TARGET AS A PERCENTAGE OF TOTAL WASTE GENERATED

This target reflects the overall diversion rate of all material diverted from landfill.

Stream	2026 Target
Municipal Solid Waste	55%

ACHIEVE EXCELLENCE IN CUSTOMER SERVICE

The business will continue to deliver against the target listed below.

Indicator	2026 Target
Customer response to survey questions indicates customer satisfaction with council's waste service	>90%

DELIVER EFFICIENT AND EFFECTIVE OPERATIONS

The business will continue to deliver against the targets listed below.

Indicator	2026 Target
New domestic refuse and recycling service commencements actioned within five working days of notification	>85%
New green waste service commencements actioned within five working days	>85%
Requests for bin replacements and repairs actioned within five working days	>85%
Number of domestic refuse and recycling bin missed service complaints or extra services requested per 1,000 bins in service	<5
Missed and extra service requests completed within one working day	>85%

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Glossary

TERM	DEFINITION
Advocacy	Advocacy is support and action by individuals, organisations, groups and other community members in support of or against a particular issue or policy.
Annual Plan	The Annual Plan is a consolidated plan containing the legislatively required elements of the operational plan, budget and the annual capital works program.
Annual Report	Legislatively required to be produced annually, the Annual Report details council's progress and financial performance with the implementation of the city's vision as reflected in the Corporate Plan. The report is publicly available on council's website.
Assets	Assets are tangible and intangible holdings, possessions, capital or resources belonging to and controlled by council.
Budget	The annual budget outlines revenue and planned capital and operational expenditure approved for a financial year. The budget document is publicly available on council's website.
Capital Works Program	The capital works program is an annual program of activities of building, engineering and other works that council adopts to create, construct and install assets and other facilities. For council, the program's projects typically include construction of buildings, roads and bridges, structures, parks and playgrounds.
Circular Economy	The circular economy seeks to value waste as a resource by driving material recovery activities and demand for recycled content products. It is regenerative and restorative by nature; as it works to keep materials, products and components in the 'user' system for as long as possible by either recycling or transforming them through each cycle of their lives. In doing so, the highest value for all materials, products and components is maintained and waste is designed out of the system.
Commercial Business Unit	A Commercial Business Unit is a unit of a local government that conducts business in accordance with the key principles of commercialisation (e.g. clarity of objectives; robust governance and competitive neutrality) in order to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit.
Community	Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists.
Corporate Plan	The Corporate Plan is a strategic document which shapes the path to achieve the strategic direction of council. It should outline performance measures and targets for monitoring progress in achieving our vision for the future of the city.
Ipswich Planning Scheme	The Ipswich Planning Scheme is the statutory local planning instrument that provides the framework for managing development in the Ipswich local government area in an integrated, efficient, effective, transparent and ecologically sustainable way. The scheme was prepared in accordance with the requirements of the (now repealed) Integrated Planning Act 1997.
Local Government Act 2009	The Local Government Act 2009 is the principal legislation which provides the legal framework for Queensland's local government sector.
Local Government Regulation 2012	The Local Government Regulation 2012 is subordinate legislation to the Local Government Act 2009.
Long-Term Financial Forecast (LTFF)	The Long-Term Financial Forecast (LTFF) accompanies the budget and includes a similar estimation of revenue, expenses and capital expenditure but for a longer period of time, in this case 10 years. The LTFF should set out the economic and fiscal outlook for Ipswich and include capital expenditure, expense and revenue estimates for the current financial year, the budget year and nine forward financial years. From its assumptions, the LTTF sets the desired financial boundaries within which the organisation can plan for its future.
Natural Environment	The natural environment is a collective term to describe the diverse network of land and water areas in a comparatively natural state that provide habitat for native animals and plants. It includes values such as: habitat and populations of threatened species; core habitat areas as home for a diverse range of wildlife; nodes of remnant vegetation in urban areas providing wildlife refuge; strategic remnants vegetation patches as stepping stones for wildlife movement; corridors providing connectivity for wildlife across the landscape; increase vegetation condition and animal abundance within core habitat areas; biological diversity, natural capital and ecosystem services; waterways, wetlands, riparian and aquatic ecosystems and floodplains; cultural landscape features; and scenic amenity.
Operational Plan	The annual Operational Plan sets key priority projects and actions that will be undertaken in a one year period of the Corporate Plan. The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success. Operational Plans must align with the annual budget. Operational plans are required under the Local Government Act 2009 (The Act) and Local Government Regulation 2012 (The Regulation).
Policy	A policy sets out council's strategic position, viewpoints and values, and assists decision-making on matters that often impact on, and are of concern to, the community. Some policies (statutory policies) are a requirement of legislation and ensure compliance with statutory obligations. Other policies are developed to address matters that impact our residents and businesses and/or the administration of council funds (e.g. Ipswich Enviroplan Program and Levy Policy). They may also set a strategic direction for council or articulate council's position on an issue affecting the community.
Project	A project is a temporary endeavour undertaken to create a unique product, service or result. A project differs from operations in that: ■ operations are performed by relatively stable teams through ongoing and repetitive processes and are focused on sustaining the organisation ■ projects are performed by temporary teams (i.e. teams established for the specific purpose of delivering the project), are non-repetitive and provide unique deliverables.
Strategy	A strategy is a long-term document that sets out council's strategic position and direction for particular issues e.g. transport; livability; sustainability; physical activity; tourism etc. A strategy captures the following elements for council: where we are, where we are going, how we will get there, and how we will know when we get there.

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iFuture - Measuring Progress

Theme	Theme Name	Measure	Summary	Baseline Data collection	Frequency of Reporting	Data Source	Data owner in Council
Theme 1	Vibrant and Growing	M1.1 Community Perception Survey	This measure will provide an indication on how the community perceives where Council and the city is at a point in time. Questions in the survey will relate to the desired outcomes for 2026 listed for Theme 1 in iFuture.	Jul-21	Annual	Survey/Market Research	Coordination and Performance Department
		M1.2 Living in Ipswich Indicator	This will provide an overall liveability indicator for Ipswich and what needs to happen to advance quality of life. It showcases what residents value and how they experience Ipswich. Again this is a point in time reference that will be mapped over the life of iFuture.	May-21	Annual	Survey	Coordination and Performance Department
		M1.3 Employment numbers by industry (defence, health, construction, advanced manufacturing and education jobs)	This will provide data at a point in time and show trends (increase/decrease of growth) over time for the employment sectors listed in Ipswich.	Jul-21	Annual	ID.Community and Economic Profile (available on Council's website)	Community, Cultural and Economic Development Department
		M1.4 Population Growth	This data will provide an understanding of increase/decrease of population growth over time (and will be mapped in conjunction with projects for Ipswich)	Jul-21	Annual	ID.Community and Economic Profile (available on Council's website)	Planning and Regulatory Services Department
		M1.5 Development Activity	This data will provide an understanding of development activity in the preceding 12 months.	Jul-21	Annual	Council Systems	Planning and Regulatory Services Department
Theme 2	Safe, Inclusive and Creative	M2.1 Community Perception Survey	This measure will provide an indication on how the community perceives where Council and the city is at a point in time. Questions in the survey will relate to the desired	Jul-21	Annual	Survey/Market Research	Coordination and Performance Department

Current as at April 2021

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iFuture - Measuring Progress

Theme	Theme Name	Measure	Summary	Baseline Data collection	Frequency of Reporting	Data Source	Data owner in Council
			outcomes for 2026 listed for Theme 2 in iFuture.				
		M2.2 Living in Ipswich Indicator	This will provide an overall liveability indicator for Ipswich and what needs to happen to advance quality of life. It showcases what residents value and how they experience Ipswich. Again this is a point in time reference that will be mapped over the life of iFuture.	May-21	Annual	Survey	Coordination and Performance Department
		M2.3 Population and Demographic Profile	This will provide data at a point in time and show trends (increase/decrease of growth) over time for the Ipswich population and demographics.	Jul-21	Annual	ID.Community and Economic Profile (available on Council's website)	Coordination and Performance Department
		M2.4 Shape Your Ipswich engagement	Analytics for Shape Your Ipswich will provide an understanding of reach and active engagement for projects and provide an understanding of closing the loop in the process.	Jul-21	Annual	Shape Your Ipswich	Coordination and Performance Department
Theme 3	Natural and Sustainable	M3.1 Community Perception Survey	This measure will provide an indication on how the community perceives where Council and the city is at a point in time. Questions in the survey will relate to the desired outcomes for 2026 listed for Theme 3 in iFuture.	Jul-21	Annual	Survey/Market Research	Coordination and Performance Department
		M3.2 Living in Ipswich Indicator	This will provide an overall liveability indicator for Ipswich and what needs to happen to advance quality of life. It showcases what residents value and how they experience Ipswich. This is a point in time reference that will be mapped	May-21	Annual	Survey	Coordination and Performance Department

Current as at April 2021

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iFuture - Measuring Progress

Theme	Theme Name	Measure	Summary	Baseline Data collection	Frequency of Reporting	Data Source	Data owner in Council
			over the life of iFuture.				
		M3.3 Ipswich Waste Services Corporate Plan 2021-2026 Yearly Performance Outcomes	This information provides data on material diverted from landfill; customer service; and indicators related to efficient and effective operations.	Jul-21	Annual	Yearly reporting outcomes	Ipswich Waste Services/Coordination and Performance Department
		M3.4 Healthy Land and Water Report Card	The Healthy Land and Water Report Card is a result of a comprehensive and scientifically robust waterway monitoring program that provides a regional assessment of the health for each of South East Queensland's major catchments which includes the Bremer catchment. The monitoring and reporting looks at environmental (water quality) and socio-economic factors (e.g. recreational use).	2020 results available. 2021 results released in last quarter of calendar year.	Annual	Ecosystem Health Monitoring Program (EHMP) undertaken by Healthy Land and Water. (https://hlw.org.au/who-we-are/)	Infrastructure and Environment Department
Theme 4	A Trusted and Leading Organisation	M4.1 Community Perception Survey	This measure will provide an indication on how the community perceives where Council and the city is at a point in time. Questions in the survey will relate to the desired outcomes for 2026 listed for Theme 4 in iFuture.	Jul-21	Annual	Survey/Market Research	Coordination and Performance Department
		M4.2 Living in Ipswich Indicator	This will provide an overall liveability indicator for Ipswich and what needs to happen to advance quality of life. It showcases what residents value and how they experience Ipswich. This is a point in time reference that will be mapped over the life of iFuture.	May-21	Annual	Survey	Coordination and Performance Department

Current as at April 2021

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iFuture - Measuring Progress

Theme	Theme Name	Measure	Summary	Baseline Data collection	Frequency of Reporting	Data Source	Data owner in Council
		M4.3 Buy Ipswich - % procurement to local businesses and support of local businesses	This measure will provide data on the procurement activities of Council and its support of local Ipswich businesses.	Jul-21	Annual	Council Systems	Corporate Services Department
		M4.4 Staff Survey	This will provide an indication of how staff perceive how Council is a trusted and leading organisation and progressing the outcomes including culture and leadership.	Jul-21	Annual	Survey	Corporate Services Department
		M4.5 Financial Sustainability Ratios	The relevant measures are from the Local Government Regulation 2012 Section 169(5) and are: - Asset Sustainability Ratio - Net Financial Liabilities Ratio - Operating Surplus Ratio.	Jul-21	Annual	Council Systems	Corporate Services Department
		M4.6 Transparency and Integrity Hub reports and engagement	This will provide information on the number of reports available on the Hub and engagement analytics from the site.	Jul-21	Annual	Council Systems	Coordination and Performance Department

Current as at April 2021

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IPSWICH CITY COUNCIL
Human Rights Impact Assessment (Internal Use Only)

ASSESSMENT DETAILS

Date	2 2 / 0 2 / 2 0 2 1
Assessment Made By	Senior Officer (Program Management Office)
Act/Decision Assessed	Ipswich City Council Corporate Plan 2021-2026

STEPS	ASSESSMENT OUTCOME
Step 1 Ask whether the act or decision is made under a law that gives no choice (discretion) in relation to the act or decision? Or does the Act/instrument confer a discretion that cannot be interpreted in a way that is consistent with human rights? NOTE: the focus here is whether you can't reasonably act differently or make a different decision that does not limit human rights. It will not be 'reasonable' to limit human rights if there is a discretion that enables you to act or make a decision that does not impose limits. **If YES, then you do not need to consider human rights in relation to the proposed act or decision. Record this outcome. End of assessment.** **If NO, proceed to Step 2.**	☐ Yes ☑ No Discuss whether the act/decision was made under a law that provided no discretion in relation to the act/decision or whether any discretion cannot be interpreted in a way consistent with human rights Section 104(5)(a)(i) of the Local Government Act 2009 (LGA) requires Council to establish a system of financial management that includes a corporate plan. Section 165 of the Local Government Regulation 2012 (LGR) requires Council to adopt a five year corporate plan While some of the content of the corporate plan is mandated under the LGR, Council has discretion in setting its strategic direction and performance indicators. Community engagement has been undertaken in accordance with the LGA and a representative sample size has been used to inform the development of the corporate plan. ⊞
Step 2 Ask does the proposed act or decision potentially affect human rights? The human rights are set out in Divisions 2 and 3, Part 2 of the HRA. **If YES, proceed to Step 3.** **If NO, the proposed act or decision will not affect human rights and further consideration is unnecessary. Record this outcome. End of assessment.**	☑ Yes ☐ No Insert a brief explanation of the proposed act/decision and whether it will potentially affect human rights. Council's corporate plan will drive decision making that could potentially impact on human rights.

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Step 3	The following rights are potentially affected (tick whichever applies):	
Consider the scope of each human right potentially affected: ▪ identify each right ▪ consider the content of each right and apply any specific limitations or express exemptions. Reference can be made to the Queensland Governments 'Guide: Nature and scope of the protected human rights'. Proceed to Step 4.	✔	**Recognition and equality before the law (section 15)** – a person is entitled to enjoy his/her human rights without discrimination (i.e. decisions must be made in an objective, non-discriminatory, non-arbitrary way). Limitation: express exemption for measures that are taken to assist/advance persons or groups disadvantages because of discrimination. This does not constitute discrimination.
	☐	**Right to life (section 16)** – No person to be arbitrarily deprived of life. Involves obligations on the State to protect life. Public entities must protect the lives of people in their care. Limitation: cannot be 'arbitrarily' deprived of life (i.e. by conduct that is capricious, unpredictable or unjust).
	☐	**Protection from torture and cruel, inhuman or degrading treatment (section 17)** – degrading treatment focuses on humiliation (which is a subjective test). Treatment has a wide meaning and includes dealing with a person in a certain way or applying a process to someone.
	☐	**Freedom from forced work (section 18)** – the right to freedom from forced work (slavery or servitude). Individuals shouldn't be subject to conditions that violate individual dignity or exploit human productivity. Limitation: does not include service/work required under a court order, in an emergency or that is part of civil obligations.
	✔	**Freedom of movement (section 19)** – every person lawfully in Queensland has the right to move freely within Queensland, enter or leave and choose where to live.
	✔	**Freedom of thought, conscious, religion and belief (section 20)** – the right to develop autonomous thoughts and conscience, to think and believe what they want, to have or adopt a religion and to demonstrate religion or belief through worship, ritual, practice and teaching.
	✔	**Freedom of expression (section 21)** – the right of all persons to hold an opinion without interference and to seek, receive and express information and ideas. The right encompasses seeking information from government (XYZ v Victorian Police [2010] VCAT 255)
	✔	**Peaceful assembly and freedom of association (section 22)** – Right to gather together in order to exchange, give or receive information, to express views or to conduct a protest or demonstration. Limitation: only applies to peaceful assemblies.
	✔	**Taking part in public life (section 23)** – the right of all persons to contribute to and exercise their voice in relation to the public life of the State. Ensures all persons have the opportunity to contribute to the political process and public governance. Includes right to vote and to be elected to public office. Limitation: Applies to 'eligible persons' (e.g. persons old enough to vote).
	✔	**Property rights (section 24)** – protects the right of all persons to own property (real and personal property) and to not be arbitrarily deprived of property. Limitation: cannot be 'arbitrarily' deprived of property (i.e. by conduct that is capricious, unpredictable or unjust).
	✔	**Privacy and reputation (section 25)** – A person has the right not to have their privacy, family home or correspondence unlawfully or arbitrarily (capricious, unpredictable or unjust) interfered with. A person has the right not have the person's reputation unlawfully attacked. Limitation: cannot be unlawfully or arbitrarily interfered with.

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Step 3 continued	☑	**Protection of families and children (section 26)** – Families are entitled to protection by the state and society. Children have the same rights as adults, including additional protections according to their best interests and because they are children.
	☑	**Cultural rights (section 27)** – rights directed towards ensuring the survival and continued development of the cultural, religious and social identity of minorities. Right to enjoy culture, religion and language.
	☑	**Cultural rights** – Aboriginal peoples and Torres Strait Islander peoples (section 28) – protects the right to live life as an Aboriginal or Torres Strait Islander who is free to practice their culture.
	☐	**Right to liberty and security of person (section 29)** – entitles all persons to liberty of the person, including the right not to be arrested or detained except in accordance with the law. Right to security means all reasonable steps must be taken to ensure the physical safety of those in physical harm. Limitations and qualifications: must not be subject to arbitrary arrest; must not be deprived of liberty except on grounds and with procedures established by law; right to be brought to trial without unreasonable delay for criminal charges.
	☐	**Humane treatment when deprived of liberty (section 30)** – recognises the vulnerability or persons in detention and intends to ensure they are treated humanely. Limitation: an accused person has the right to be segregated from convicted unless reasonably necessary.
	☐	**Fair hearing (section 31)** – A person has the right to procedural fairness when coming before a court or tribunal.
	☐	**Rights in criminal proceedings (section 32)** – protects the rights to be presumed innocent until proven guilty and guilt to be proved beyond a reasonable doubt. Also the right to legal representation, to be tried without unreasonable delay and to remain silent.
	☐	**Children in criminal proceedings (section 33)** – recognises that young persons who become involved in the criminal justice system deserve special protections by virtue of their age. Must not be detained with adults and brought to trial as quickly as possible.
	☐	**Right not to be tried or punished more than once (section 34)** – protects against double jeopardy – not to be taken to court or punished more than once for an offence they have already been convicted or acquitted.
	☐	**Retrospective criminal laws (section 35)** – the right to not be found guilty of an offence for an action that was not an offence at the time it was committed. Not to be punished more severely where there has been a change to the law since committing the offence. Entitled to reduction in penalty if the penalty is reduced before sentencing. Law must be precise for a person to know if an act is criminal. Limitation: does not apply where an offence is created after the act/omission where at the time the act/omission was an offence under international law.
	☑	**Right to education (section 36)** – right of every child to primary and secondary schooling and right of each person, based on their abilities, to further vocational education and training is equally accessible to all.
	☑	**Right to health services (section 37)** – right to access health services without discrimination and not to be refused medical treatment that is immediately necessary to save their life or prevent serious impairment.

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Step 4	☐ Yes ☑ No
Ask does the proposed act or decision affect (e.g. restrict or interfere) with the relevant rights? If YES, proceed to Step 5. If NO, further consideration is unnecessary. The proposed act or decision does not affect (i.e. restrict or interfere) the relevant rights. Record this outcome. End of assessment.	Explain here how the act/decision will/will not restrict or interfere with the relevant rights. The corporate plan contributes toward enhancing a number of human rights as outlined below: •Recognition and equality before the law: one of the outcomes of the corporate plan is to ensure that all residents have input into the city's future in accordance with Council's community engagement obligations •Freedom of movement: the plan enhances freedom of movement by striving to achieve a safe, reliable and sustainable ⊞

Step 5	
If there is a limitation (restriction or interference), is that limitation reasonably and demonstrably justifiable (proportionality assessment)? Undertake the proportionality assessment by completing the steps below.	

Step 5(a)	☐ Yes ☐ No
Is the limitation provided in an Act, Regulation or common law? If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right. If YES, identify the head of power and proceed to Step (5b).	Make reference to the relevant Act, Regulation or common law.

Step 5(b)	☐ Yes ☐ No
Is the purpose of the limitation important? Articulate the purpose of the proposed limitation on human rights. Does it address a specific area of public or social concern that is pressing and substantial? If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right. If YES, identity the purpose of the proposed limitation and importance and proceed to Step (5c).	Explain here why the purpose of the limitation is important. Does it address a specific area of public or social concern that is pressing and substantial?

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Step 5(c) Is material available that demonstrates that the proposed limitation is important? Material may include researching findings, consultation findings, review and empirical data. If material is not available, gather material and reconsider the decision. **If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.** **If YES, identify the material and proceed to Step 5(d).**	☐ Yes ☐ No Make reference to relevant material and make sure to keep a copy.
Step 5(d) Is the limitation on the right rationally and proportionally connected to the objective you are trying to achieve? Consider whether the limitation is likely to achieve the objective and whether the decision limits the right only to the extent necessary to achieve the objective. **If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.** **If YES, proceed to Step 5(e).**	☐ Yes ☐ No Explain how the limitation will achieve the outcome and that the limitation is only to the extent necessary to achieve the outcome.
Step 5(e) Does the limitation fall within the range of reasonable approaches to achieve the purpose? Consider whether there are less restrictive means to achieve the purpose of the limitation. Incorporate safeguards where appropriate. **If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.** **If YES, proceed to Step 5(f).**	☐ Yes ☐ No Explain whether there are less restrictive ways to achieve the purpose of the limitation and whether safeguards can be incorporated.

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Step 5(f)	☐ Yes ☐ No
Is the limitation on the human right outweighed by the value of achieving the purpose?	Explain the importance of the values underlying the right and whether the limitation is outweighed by the value of achieving the purpose.
Consider whether the balance accords with the values of a free and democratic society based on human dignity, equality and freedom.	
Pay particular attention to the nature of the human right and the importance of the values underlying that right.	
If YES, the limit contained in the proposal is probably justified as a reasonable limit on the human right – END OF ASSESSMENT.	
If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right – Reconsider the act/decision.	

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iFuture Decisions Register

The iFuture Decisions Register highlights the feedback received from Phase 3 community and staff engagement that occurred during February 2021 on the draft iFuture Plan. This register provides justification for amendments, and all decisions made to amend the community vision and themes of the draft iFuture plan.

Community Vision

Item	Summary of feedback following phase 3 community and staff consultation
Shorten, simplify and wordsmith	*"The vision could be under 50 words and can be clearly understood and remembered by the community, council organisation, councillors and mayor"* *"Perhaps make it a bit shorter and more succinct. It is quite long"* *"The vision is too long. If it were shortened substantially and the key themes were kept, I can't see that it would lose its meaning. We need our people to work towards a vision they remember - it should be short and sweet"*
Include transport	Transport has not really been identified in vision statement (even though it has been picked up in theme 1), it is a key need for our growth
Justification for amendment	• While the current community vision is long it still plays a part in telling the story. We can create a vision headline that can be called the vision and is easy to recite for all. This can then be supported by the longer statement. • The issue of transport being highlighted can be picked up easily by adding additional text to the community vision narrative.
Decision	1. Include a vision statement: **"Ipswich - a city of opportunity for all. Come join us."** Vision statement is supported the community vision narrative (which is what we called the vision statement in the draft plan). 2. Include transport in the community vision narrative (see Table 1.0 for previous and amended wording).

Table 1.0

Previous community vision wording	Amended community vision narrative wording
Ipswich is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger. We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community and where our economy is innovative and sustainable. We are a community that unites in both times of need and to celebrate success. And we have much to celebrate. Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant. We are a City of centres, connected by a network of green spaces that connect us to the land where we can enjoy sport, creative pursuits, active recreation or relaxing time with our families and loved ones. Our history is rich, from our First Nations to our European and multicultural histories and where our cultural landscapes are protected and respected. As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city. We are proud to call Ipswich home. Join us.	Ipswich is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger. We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community and where our economy is innovative and sustainable. We are a community that unites in both times of need and to celebrate success. And we have much to celebrate. Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant. We are a City of centres, connected by *a safe, reliable and sustainable transport system* and a network of green spaces that connect us to the land where we can enjoy sport, creative pursuits, active recreation or relaxing time with our families and loved ones. Our history is rich, from our First Nations to our European and multicultural histories and where our cultural landscapes are protected and respected. As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city. We are proud to call Ipswich home. Join us.

iFuture Decisions Register - current as at April 2021

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Theme 1 - Vibrant and Growing	
Item	Summary of feedback following phase 3 community and staff consultation
Sustainable development and growth	*"With growth you need balance"* *"The growth for 2041 needs to be in the planning stage now'* • Sustainability and connectedness over growth • Manage growth • Balance heritage with growth • Ensure sufficient infrastructure, facilities are planned for when and where they are needed to handle growth
Improve transport	*"Ensuring we have sufficient infrastructure and current structures are maintained to handle the growth in population"* *"To deliver in 2041 we need to be planning now, investing in longer term planning and acquisition of land to ensure facilities and infrastructure can built where it is needed."* • Better/viable/vibrant public transport and more services • Alternative active transport modes • Network of walk/cycle corridors separated from roads • Transport/parking should be main focus with growth
Good infrastructure	• Greater investment in infrastructure • Road improvements • Suitable infrastructure for a growing city/ enough infrastructure for growth • Maintain existing infrastructure
Advocacy alignment	• Amend the wording to be better aligned with current communications surrounding advocacy efforts.
Update catalyst projects	• Removal of Commonwealth Hotel being called out specifically under the Nicholas Street Precinct, as the potential of the site is broader than a hotel. • Change Ipswich Central Business District Plan to *Ipswich Central Revitalisation Project* for consistency with the project's official name.
Justification for amendment	There is a strong theme coming through which suggests a tension between the growth of the city and the long term sustainability of this growth. This is particularly around the environment (included under Natural and Sustainable) and the infrastructure and facilities to support. The announcement of the 2032 Olympic bid in February 2021 provides opportunity for the city to support outcomes within Vibrant and Growing. Aligning the wording around the Advocacy section ensures consistent communication of advocacy efforts and still remains consistent with the original intent. Amending the Nicholas Street Precinct catalyst project wording ensures the potential of the Commonwealth Hotel site is reflected.
Decision	1. The feedback is captured by the outcomes being sought in the draft plan as well as catalyst projects. However, the 2041 statement for theme 1 is amended to include the bolded text below in the first sentence: *Ipswich has been Queensland's fastest growing city with South East Queensland's youngest population and we were well prepared for the growth **while balancing positive social and environmental outcomes** for our city.*

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iFuture Decisions Register - current as at April 2021

2. Include additional wording – **We are connected by a safe, reliable, and sustainable transport system** (this statement also underpins council's existing strategy to support improved transport).
3. Include 2032 Olympic bid in catalyst project section.
4. Amend Advocacy wording to be better aligned with current communications surrounding advocacy efforts.
5. Amend wording of Nicholas Street Precinct catalyst project

Theme 2 - Safe, Inclusive and Creative

Item	Summary of feedback following phase 3 community and staff consultation
Enhance social & cultural outcomes - community safety	*"The word safe is an opening word in the statement, however the text focus on inclusiveness. Perhaps more could be said about how being safe is going to happen".* *"More emphasis on the safe aspect"* • Feeling safe is important / key to having people back in the city • Supporting other elements to provide safety – police presence/lighting/security cameras • Interrelationship between safety and crime, unemployment, drug and alcohol use, undesirable behaviour that people perceive as unsafe
Enhance social & cultural outcomes – inclusivity	• Inclusive events / inclusive city / Provide spaces for all people to connect/Address disadvantage by having inclusive community life • (Inclusive) Transport considerations – including those who don't own a car / or have a disability and cannot drive and cannot travel after dark • Diversity reflected in Council's hiring processes • Ease of access to participate in public life (eg. access to infrastructure and enjoyment of open spaces) for people with physical and mental disabilities / accessibility for all in public places – considerations of parking, inclusive language, visual supports • Education of different cultures/diversity to promote understanding
Arts scene for local and visiting artists	Strong theme emerging that outcomes do not highlight the diverse arts scene that should be supported in the city.
Justification for amendment	The draft plan does include safety in theme 2 both in the 2041 statement and is included in outcomes for 2026. This could be highlighted more by moving outcome 10 (our community feels safe) to outcome 1 to make it more prominent. The detail that the community are looking for in this theme will be captured in our Annual Plan program of work and our action plans for strategies.
Decision	1. In theme 2 move outcome 10 to outcome 1. 2. Replace previous outcome 12 with amended wording. (See table 2.0 with previous and amended wording).

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Table 2.0

Previous wording for Outcome 12	Amended wording for Outcome 12
We have a strong creative economy in Ipswich.	We have a strong diverse arts scene for local and visiting artists' that has created a strong creative economy.

Theme 3 - Natural and Sustainable	
Item	**Summary of feedback following phase 3 community and staff consultation**
Greater environment & sustainability outcomes - Waste and circular economy	There is a strong sentiment around waste and circular economy: • Improve waste management practices / recycling • Environmental impacts of established dumps in the area • Odour from waste industry / improve air quality • Circular economy – product stewardship, renewable resources, design for sustainability, teach our kids sustainability • Education of the community
Greater environment & sustainability outcomes - Retain/Regenerate/Rehabilitate natural environment and protect habitat	*"We strive to generate more green space per capita than average and choose to prioritize precious green space and our flora and fauna over development"* *"Including more green space in new developments"* *"When approving developments ensure green corridors are earmarked for connection. Put the onus on developers to do this - council requires more."* *"Place priority on ensuring green corridors strategy comes before development explodes."* The data suggests a tension between a growing city with development occurring and the compromises that are made with the environment. • Less habitat destruction for development / more trees left in newly developed areas / protection of native wildlife / reduce clearing of land for developments / more green spaces in new developments / stop knocking down trees • Proactive maintenance for green areas / regeneration of land • Green zones are important • More trees / more green space / Connected green space is earmarked for protection / protect existing corridors and ensure they are connected outside of Ipswich LGA / priority on green corridors strategy before development explodes / use green corridors to buffer uses of land (eg. industry and residential) • Bank land / acquisition of land for green corridors
Justification for amendment	The data suggests a tension between a growing city with development occurring and the compromises that are made with the environment. This has been picked up by the decision to amend theme 1, and will be addressed with the detail that sits at the action levels for catalyst projects, during annual planning and strategy action plans. With regards to the better outcomes around waste, the plan recognises this and the details will be addressed through the catalyst projects, annual plan and strategy action plans.

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Decision	No amendments required.

Theme 4 - A Trusted and Leading Organisation

Item	Summary of feedback following phase 3 community and staff consultation
Greater communication and community engagement:	*"When asking for feedback or input, share the feedback and input you received. Let people know you will share all feedback before they respond."* *"Include listening to our community when making decisions/planning for the city. Include wording that reflects our purpose statement - that what Council does is to improve the quality of life for residents".* • Represent/listen to the people/know the community • Top down government (negative sentiment) • Lengthen timeframes to include community member input / more consultation • Communicate properly instead of talking about it • Share the feedback received • Better customer service • Explain decisions • Inclusive communication and engagement
Rebuilding trust, transparency and accountability	• Trust needs to be rebuilt • Accountability of staff and councillors • Access to information • Show progress
Contemporary wording	Some changes to the wording in the 2041 statement and 2026 outcomes have been requested through staff engagement to make it more contemporary and in alignment to the outcomes.
Justification for amendment	Continue to improve community engagement and communication was also echoed across Vibrant and Growing, and Safe, Inclusive and Creative themes. This is addressed in the plan with the outcome 11 in theme 2 - '*The community feels heard and engaged and we close the loop with our consultation*'. Rebuilding trust and providing transparency / accountability is also captured in the outcomes of theme 4.
Decision	1. Amend wording of 2041 Trusted and Leading Organisation statement. (See Table 3.0 for previous and amended wording). 2. Amend outcomes 7, 9, and create a new outcome 12. (See Table 4.0 for previous and amended wording). 3. Amend People and Culture Strategy to reflect contemporary wording and alignment to vision. 4. Amend iVolve project to reflect contemporary wording and alignment to outcomes.

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Table 3.0

Theme 4 – in 2041 statement	
Draft iFuture wording	Amended final iFuture plan wording (only making changes to last sentence)
Our community trusts the elected council and staff to make decisions that are transparent, accountable and are in the best interest of the current community and for generations to come. We are leaders in customer service, good governance, financial and risk management. The community and customer is at the centre of everything council does. Our culture ensures we have an empowered, connected, resilient workforce where we care, support and protect the wellbeing of each other.	Our community trusts the elected council and staff to make decisions that are transparent, accountable and are in the best interest of the current community and for generations to come. We are leaders in customer service, good governance, financial and risk management. The community and customer is at the centre of everything council does. *We have an empowered, connected, resilient workforce and a culture that supports us to perform at our best.*

Table 4.0

Theme 4 - Our Outcomes for 2026	
iFuture draft wording	Amended wording for final plan
7. We have a skilled workforce with the resources and systems that enable us to be effective and efficient and provide pathways for innovation, integration and collaboration across our organisation	7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.
9. We are an employer of choice and where our employees actively care, support and protect the wellbeing of themselves and others.	9. Our people are valued, engaged, supported and empowered to deliver at their best.
-	**NEW** 12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.

General Feedback on draft iFuture plan	
Item	Summary of feedback following phase 3 community and staff consultation
Review the document to proof read and simplify, use different language	*"Use plain language"*
Justification for amendment	The document's primary audience will be council staff who will be using and interpreting the vision and outcomes to ensure strategies, action plans and projects align to the delivery of iFuture. Language will be simplified for readability, and where possible the glossary can be used for interpretation if it is not possible to simplify or use different language.
Decision	1. Review document for readability and use plain language. (See table 5.0 for amended wording of 2041 theme vision statements and outcomes). 2. Use a glossary of terms that may be difficult to interpret. Include glossary of terms in final plan.

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Table 5.0

Theme	Draft iFuture wording of 2041 theme vision statements and outcomes	Amended wording of 2041 theme vision statements and outcomes	Reason
Vibrant and Growing	Our city's design and development promotes quality place making and liveability including positive environmental, sustainability, inclusivity and cultural outcomes and allows our city to be well connected with active and public transport options.	Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.	Readability
Vibrant and Growing	Our city is active and healthy with a variety of activities, facilities and services on offer for all to participate.	Our city is active and healthy with a variety of activities, facilities, and services on offer for all to take part.	Readability
Vibrant and Growing	There are increased employment opportunities across the city especially for young people as well as a variety of educational opportunities.	There is increased employment, and a variety of educational opportunities across the city, especially for young people.	Readability
Safe, Inclusive and Creative	We welcome, support, celebrate and include people from all backgrounds, cultures and abilities, and we know that wherever we live, work or play we feel like we belong and we feel safe. It is easy to access the social and health services from a coordinated network that focuses on prevention and intervention where and when it's needed. Our arts and culture scene is thriving and attracting locals and visitors to be a part of it.	We welcome, support, celebrate and include people from all backgrounds, cultures, and abilities. We know that wherever we live, work or play we feel like we belong and we feel safe. It is easy to access the social and health services from a coordinated network that focuses on prevention and intervention where and when it's needed. Our arts and culture scene is thriving and attracting locals and visitors to be a part of it.	Readability
Safe, Inclusive and Creative	We participate with other agencies and groups in crime prevention and health promotion efforts for the community.	We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.	Feedback – include a sense of unity/work alongside
Natural and Sustainable	We love and enjoy our waterways, our bushland, our flora and fauna and our cultural landscapes. We are continuing our work towards a sustainable future that mitigates environmental impacts and adapts to a changing climate. We are	We are proud of and enjoy our waterways, our bushland, our flora and fauna, and our cultural landscapes. We are continuing our work	Feedback – we are proud of our waterways... 'love is

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iFuture Decisions Register - current as at April 2021

Theme	Draft iFuture wording of 2041 theme vision statements and outcomes	Amended wording of 2041 theme vision statements and outcomes	Reason
	known nationally for being clean, green and a city with a circular economy.	towards a sustainable future that mitigates environmental impacts and adapts to a changing climate. We are known nationally for being clean, green and a city with a circular economy.	*an emotional word'*
Natural and Sustainable	Our natural environment is interconnected across the city and managed to balance positive conservation and nature based recreation outcomes including wildlife habitat protection.	Our natural environment is interconnected across the city. It is managed to balance positive conservation including wildlife habitat protection, and nature-based recreation.	Readability
A Trusted and Leading Organisation	We provide outstanding customer service and make it easier to interact with council online, through digital channels, in person and over the phone.	We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.	Readability
A Trusted and Leading Organisation	We meet our State Government legislation, Local Law and compliance obligations but always strive to be leading practice.	We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.	Feedback

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iFuture Decisions Register - current as at April 2021

Community Engagement Report

iFuture

April 2021

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Introduction

In July 2020, Ipswich City Council (council) commenced the development of iFuture, council's Corporate Plan for 2021-2026. Legislatively, the development of the corporate plan must include community engagement. A city-wide engagement program was delivered throughout 2020 and early 2021 to inform the development of iFuture. The content of iFuture is based upon meaningful and representative community-wide and staff engagement, supported by best practice engagement principles and practices.

There were three community engagement phases throughout the project, with each building on and refining the previous. Direct engagement with 2,017 participants – 1,530 community members, 9 elected representatives and 478 Council staff occurred between August 2020 and February 2021. Additionally, approximately 18,000 people were informed of the project, providing them with direct opportunities to participate. Some key considerations that may have impacted on the level of engagement include:

- impacts of the COVID-19 pandemic which is likely to have reduced interest and participation from vulnerable cohorts who were disproportionately affected by the lockdowns and economic downturn; and
- the timeframes for the project, specifically the public engagement periods were constrained for long-term community visioning conversations to gain momentum across the general community. This likely reduced overall participation. Engaging with community representatives and heavy paid and targeted promotion was used to mitigate this during each phase.

A mix of engagement methods were used to reach the broad community, targeted groups and stakeholders. Council listened to and analysed community perspectives, aspirations, concerns and values to understand what matters to them, and what they want the future of Ipswich to look and feel like. This Community Engagement Report outlines the approach and detailed results of the community engagement program that supported the development of iFuture.

Methodology

Quantitative and qualitative data was collected from participants during each engagement phase, in accordance with council's Information Privacy Policy. Quantitative data was downloaded from the various digital platforms and/or transcribed into a master Excel database by project staff. The data was cleaned, de-identified, aggregated and charted in the master database. During the public engagement phases, the demographic representativeness of participants was tracked against Ipswich's community profile (using the 2016 census data where applicable) for five demographics – age, gender, cultural background, division and connection to Ipswich. Targeted communications and promotional strategies such as paid social media advertising were used to increase under-represented demographics that emerged throughout the engagement.

Qualitative data was gathered through digital platforms (e.g. surveys, comment tools) and recorded directly by staff, via tele-interviews and face-to-face engagement. Verbatim statements were recorded as much as practically possible to improve accuracy of sentiment. Data was cleaned, de-identified and aggregated in a master Excel database. Open thematic analysis was carried out using Excel and NVivo. The frequency of emerging themes was tabulated and ranked. Frequently emerging themes and issues were prioritised for consideration when amending and finalising the plan. All amendments were

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logged and justified in the iFuture Decisions Register.

Engagement approach

The engagement program was underpinned by best practice community engagement principles and practices, developed and promoted by the International Association of Public Participation (IAP2). A summary of the engagement approach for each phase of the project is below:

Overview of iFuture community engagement program 2020-2021			
Project phase	**Form of engagement**	**Activities**	**Timing**
Project planning and research	Inform	Project and engagement planning; Baseline data/descriptive information	June – July 2020
Phase 1 – Futures Visioning	Inform Consult Involve Collaborate	Futures visioning workshops	August – September 2020
Phase 2 – Community engagement on draft vision	Inform Consult	Community-wide and staff engagement on draft vision	September – October 2020
Phase 3 – Community engagement on draft iFuture plan	Inform Consult	Community-wide and staff consultation on draft iFuture plan, including vision	February 2021
Reporting	Empower	Council makes decision on the plan	April 2021

The engagement program was also underpinned by the New Oregon Model for Community Visioning. This model is widely used in Australia (and internationally) to guide community visioning processes in communities undergoing rapid population growth, which Ipswich is experiencing and is projected to experience over the next 20 years.

New Oregon model for community visioning

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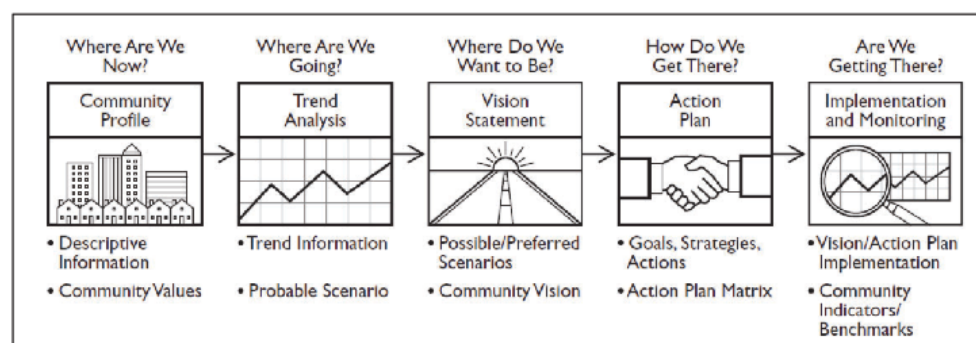
Engagement activities

Phase 1 – Futures visioning with community and staff representatives

257 community representatives, 9 elected representatives and 21 council staff were directly engaged in this phase, which ran from August to September 2020. Eight futures visioning workshops were held with Ipswich's peak Community Reference Groups. The workshops were based on an Appreciative Enquiry[2] framework and the Ontario model for community visioning. Detailed descriptive information about Ipswich and a summary of community strengths and values was provided to participants prior to and during the visioning workshops to bolster informed participation.
The workshops included:

- a two-day face-to-face futures visioning summit with the Mayor, Councillors, Executive Leadership Team (ELT) and relevant subject matter experts from Council
- five futures visioning webinars with Council's five Community Reference Groups – Environment, Transparent Governance, Growth Management, Resilient Communities and Economic Development
- an introduction session and a futures visioning webinar with the Ipswich Youth Advisory Council (IYAC)
- a face-to-face futures visioning workshop and yarning circle with the Murri Interagency, council's peak indigenous advisory body.

Data from these workshops formed the foundations of the vision (Appendix 1). A project reference group, comprised of 15 staff representing council's five departments, was also established at the beginning of this phase of the project.

Phase 2 – Community-wide engagement on the draft vision

981 community participants, 9 elected representatives and 405 staff were directly engaged in this phase, which ran city-wide from September to November 2020. A mix of targeted and city-wide engagement methods were offered, including:

- digital engagement on Shape Your Ipswich – survey and open comment tools
- three ZOOM webinars – two for the whole-of-community and one targeted at young people[3]
- study circles
- market research (semi-structured tele-interviews)
- a second face-to-face workshop and yarning circle with the Murri Interagency
- artistic visioning competition and an Instagram competition
- school-based surveys
- iFuture displays and paper-based surveys at all community centres
- targeted online meetings with community groups and networks (Ipswich Community Connect Forum, Riverview Collective Action Group, Ipswich Local Level Alliance, Leichhardt Early Development Group, Building a child and youth friendly Ripley valley group, Ipswich disability interagency).

Council staff were engaged via:

- nine webinars using live polling, including with the Employee Engagement Advisory Committee
- an internal digital survey
- paper based surveys for field staff.

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[2] A structured process for decision-making that focuses on building on strengths ("what works well'), rather than focussing on limitations. In appreciative inquiry summits, participants follow a four-stage process of Discover, Dream, Design, Destiny

[3] A fourth webinar was offered in multiple languages – Dinka, Tagalog, French, Samona and Vietnamese - however it was not delivered as there were no registrations.

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COVID-19 restrictions during this phase meant that most engagement was delivered digitally. At the end of the phase, a briefing on the results was provided to elected representatives and the ELT. The data from this engagement phase (detailed in Appendix 2) was used to refine the vision in line with community sentiment, and draft the iFuture plan for the third round of community wide consultation on the draft iFuture plan.

Phase 3 – Community-wide consultation on the draft iFuture plan
292 community participants, 9 elected representatives and 52 staff were directly engaged in this phase, which ran throughout all of February 2021. The purpose of the engagement was to socialise the draft plan, and gain feedback on it.

Engagement methods for this phase included:
- digital engagement on Shape Your Ipswich – a survey and open comment tools
- study circles, supported by a DIY Community Conversation Guide
- three face-to-face drop-in sessions at the Central, Rosewood and Springfield libraries
- closing-the-loop with the Murri Interagency by attending their regular February meeting
- closing-the-loop and consultation with council's five Community Reference Groups and IYAC (live polling, dot-mocracy and world café). These were attended by the Mayor, Councillors and relevant staff.

Council staff were engaged through a survey (digital and paper based). The data from this engagement phase (Appendix 3) was used to adjust the vision, and finalise the iFuture plan. A decisions register was developed to ensure transparency of decision making when considering community sentiment and modifying the plan.

Communications

A mix of council-based and commercial communications and promotional tools were utilised at each phase to increase awareness of, and participation in iFuture.

Engagement phase	Communications and promotion channels
1. Futures visioning	Targeted calendar invites to elected representatives, the executive team, relevant staff and community reference group members. Public promotion was not required.
2. Community-wide engagement on vision	Council owned/operated: - Ipswich First - Council's Facebook page - Council's website - Shape Your Ipswich - Social media 'toolkit' for councillors – pre-prepared social media messages, images and links to Shape Your Ipswich - Promotional emails to target community groups, associations and networks - All staff emails from CEO - Intranet article - Instagram social image competition - Council's network screen savers - Staff email signature image and link

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Engagement phase	Communications and promotion channels
	Commercial: - iFuture Posters distributed to cafes and restaurants throughout the city - Targeted social media and Google advisements - Outdoor electronic billboard - David Trumpy bridge - Identilites at major roads across the city
3. Community-wide consultation on draft iFuture plan	Council owned/operated: - Ipswich First - Council's Facebook page - Council's website - Shape Your Ipswich - Social media 'toolkit' for councillors – pre-prepared social media messages, images and links to Shape Your Ipswich - Emails to target community groups, associations and networks - All staff emails from CEO - Intranet article - Instagram social image competition - Council network screen savers - Library electronic direct mail and digital screens - Staff email signature image and link Commercial: - iFuture Posters distributed to cafes and restaurants throughout the city - Targeted social media and Google advisements - Outdoor electronic billboard - David Trumpy bridge - Identilites at major roads across the city

Participants

iFuture engaged directly with all 9 elected representatives, 1530 community members, and 478 Council staff between August 2020 and February 2021. The project reached at least 18,000 community members, providing them with a direct opportunities to participate. The below table shows a breakdown of participation by engagement phase:

Engagement phase	Elected representatives	Community	Council staff	Total participants
1. Futures visioning	9	257	21	287
2. Community-wide engagement on vision	9	981	405	1,395
3. Community-wide consultation on draft iFuture plan	9	292	52	353

The participant's age, gender, cultural background, division and relationship to Ipswich can is shown in the graphs below (Figures 1-5). Comparisons to the Ipswich's total population proportions are made where applicable. Some participants did not elect to disclose their

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demographic data during registration for some engagement sessions. As such the representativeness data does not account for the total number of participants.

Figure 1. Age representation – total participants
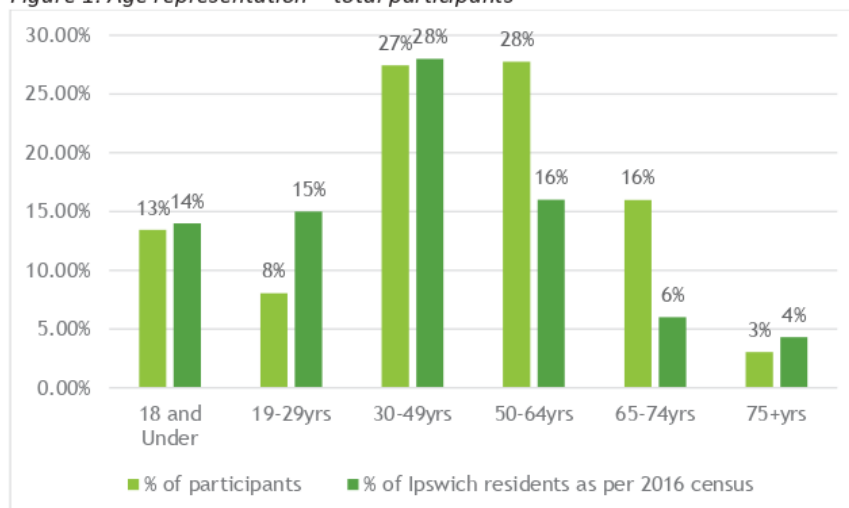
13% of total participants were 18 years and under, 8% were aged between 19-29 years, 27% were aged between 30-49 years, 28% were aged between 50-64 years, 16% were aged between 65-74 years and 3% were 75+ years.

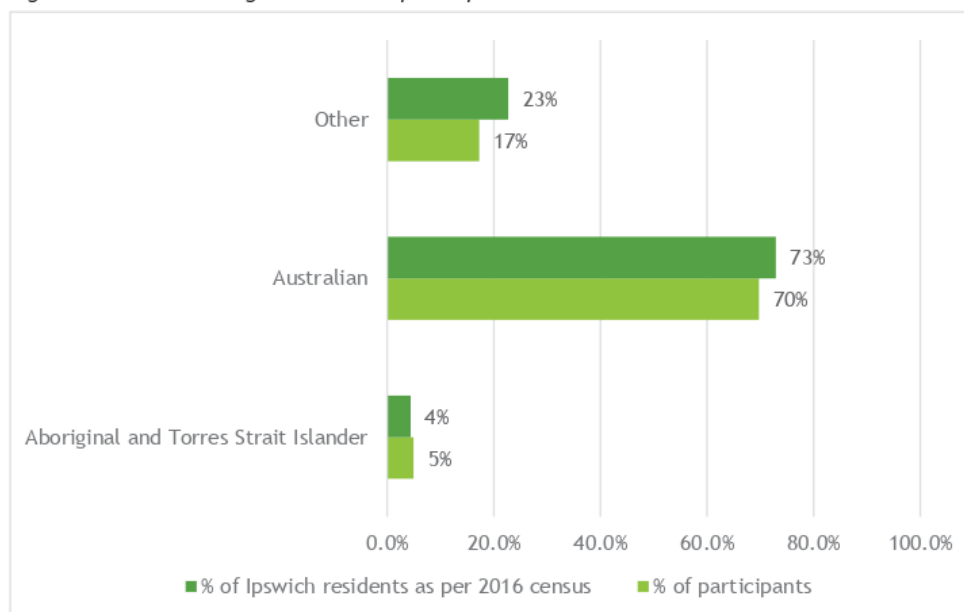*Figure 2. Gender representation – total participants*
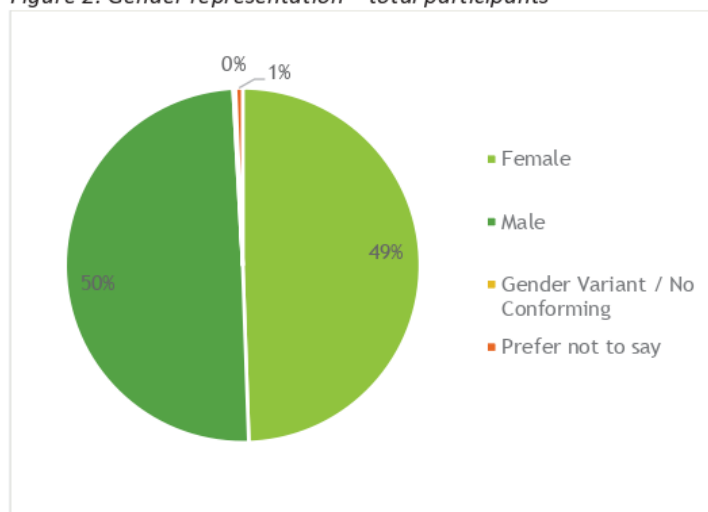
49% of total participants were female and 50% were male. 1% did not disclose their gender

8

Figure 3. Cultural background – total participants

70% of participants identified as having an 'Australian' cultural background, 5% as 'Aboriginal and Torres Strait Islander' and 17% identified as 'Other'

Cultural backgrounds represented in the 'other' category included:

- American
- Chinese
- Dutch
- English
- Fijian
- Filipino
- French
- German
- Greek
- Indian
- Irish
- Italian
- Malaysian

- Maori
- New Zealander
- Portuguese
- Polynesian
- Samoan
- Scottish
- South African
- South American
- Sri Lankan
- Sudanese
- Torres Strait Islander
- Turkish
- Vietnamese

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Figure 4. Divisional representation – total participants
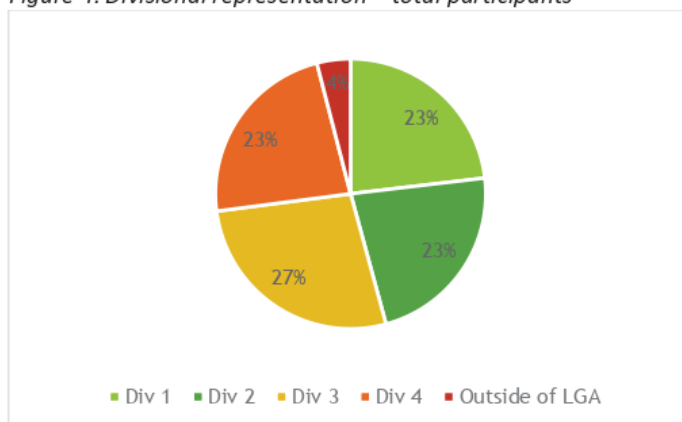
27% of total participants reside in division 3 and 23% of participants reside in divisions 1, 2 and 4 respectively. 4% of participants reside outside of the Ipswich LGA
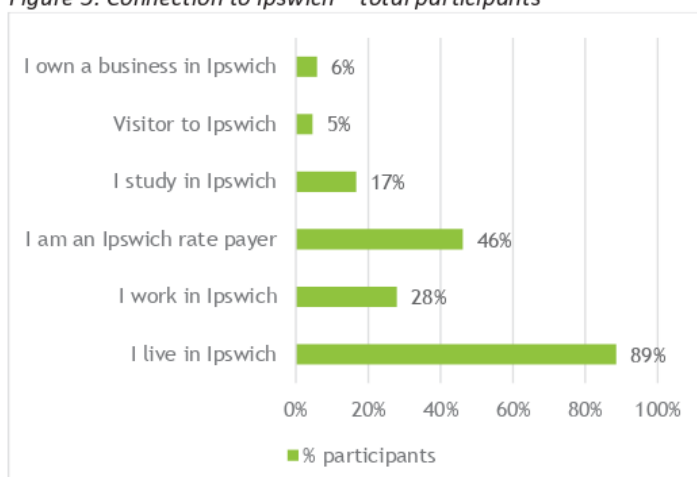
Figure 5. Connection to Ipswich – total participants

89% of participants live in Ipswich, 46% are an Ipswich ratepayer, 28% work in Ipswich, 17% study in Ipswich, 6% own a business in Ipswich and 5% are a visitor to Ipswich[5].

Engagement findings

Community Strengths

Following a review of historical community engagement data, the following themes emerged as particular strengths and values held by the Ipswich community:

- Strong sense of community
- Diversity
- Affordable, family friendly city
- Great sports and outdoor recreation options
- A unique city

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[5] Participants could select more than one category when answering this question

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- Great shops, services and facilities
- Resilient and adaptive to natural disasters
- Perceptions that local governance is improving
- Agile and resilient local business.

Phase 1 Engagement Data Summary

The initial community vision developed was:

Ipswich (Tulmur) is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger. We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community. We are a community that unites in both times of need and to celebrate success. And we have much to celebrate. Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant. We are a City of centres, linked by a network of active green spaces that connect us to the land and where we can enjoy sports, active recreation or relaxing time with our families and loved ones. Our rich Indigenous, European and multicultural histories and cultural landscapes are treasured and celebrated. As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city. We are proud to call Ipswich home. Join us.

The emerging themes that accompanied the vision were:

- **Strong modern economy:** Ipswich has a thriving economy with businesses ranging from the bespoke and entrepreneurial to the international and established. We drive opportunities for prosperity and support businesses to meet consumer needs and deliver reliable and skilled jobs.
- **Sense of community**: We welcome, support and include people from all backgrounds and abilities, and we know that wherever we live or work we feel like we belong.
- **Clean natural environment and open spaces**: We love and enjoy our waterways, our bushland, our flora and fauna, our cultural landscapes, and we also support clean industries.
- **Accessible community services:** It is easy to access the social, health, and recreational services from a coordinated network that focuses on prevention and intervention where and when it's needed.
- **Active places and spaces**: We are a city of centres, with active places and spaces where we can enjoy sports, active recreation or relaxing time with our families or loved ones. Our city has dedicated places for dining, and night-time entertainment.
- **Celebrated history and culture:** We will preserve and celebrate our many rich cultures.

Appendix 1 contains the detailed data analysis from phase 1.

Phase 2 Engagement Data Summary

During phase 2 the draft vision and themes from phase 1 were presented to the community for feedback. Community and council staff were asked to rate their level of agreement with the draft vision statement, and themes as outlined in Figures 6-12 below.

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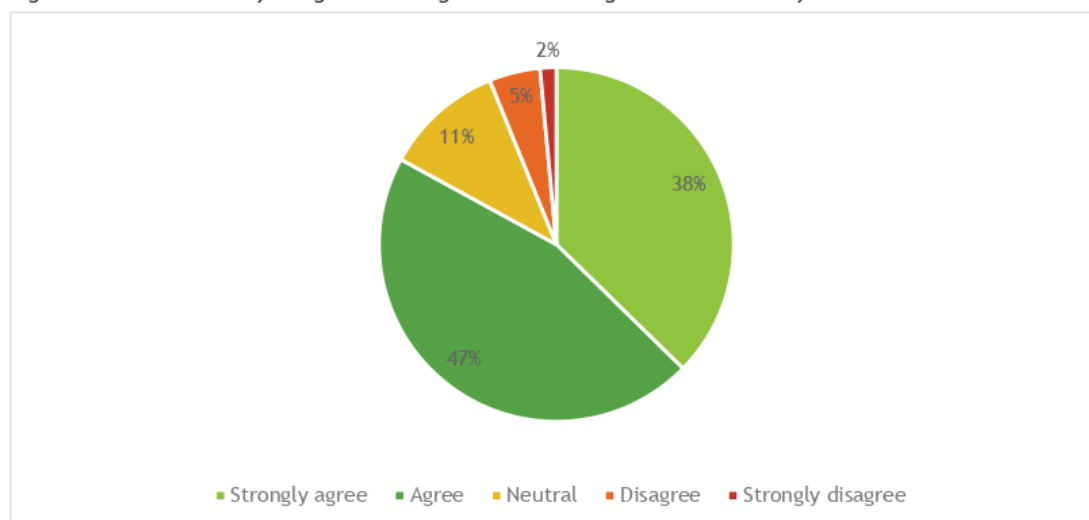*Figure 6. How much do you agree or disagree with the draft vision statement?*
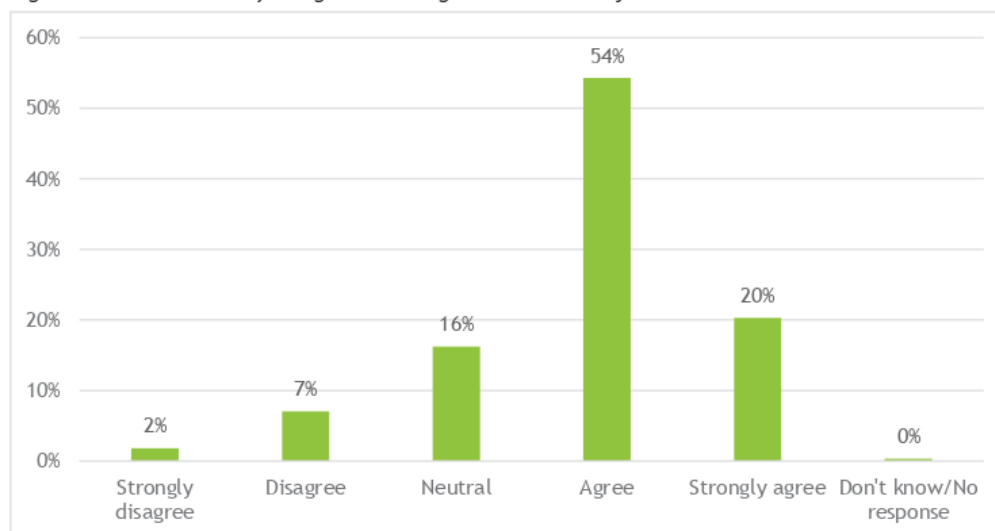
74% of respondents strongly agreed or agreed with the vision statement, 16% were neutral and 9% did not agree.

Figure 7. How much do you agree or disagree with 'Strong Modern Economy'?

85% of respondents strongly agreed or agreed with the theme 'Strong Modern Economy', while 11% were neutral and 7% strongly disagreed or disagreed

12

Figure 8. How much do you agree or disagree with 'Sense of Community'?
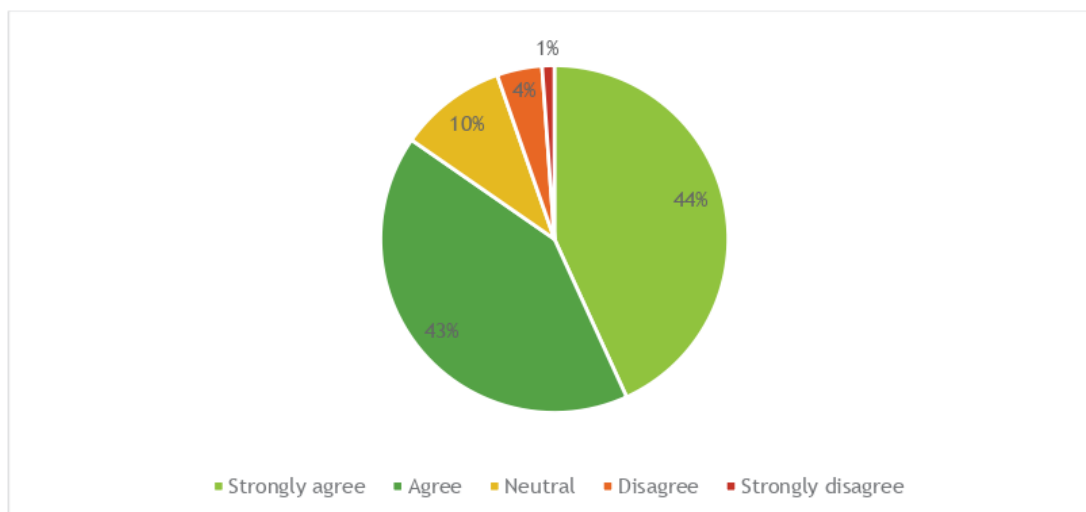
87% of respondents strongly agreed or agreed with the theme 'Sense of Community', while 10% were neutral and 5% strongly disagreed or disagreed

Figure 9. How much do you agree or disagree with 'Clean Natural Environment and Open Spaces'?

88% of respondents strongly agreed or agreed with the theme 'Clean Natural Environment and Open Spaces', while 8% were neutral and 7% strongly disagreed or disagreed

13

Figure 10. How much do you agree or disagree with 'Accessible Community Services'?
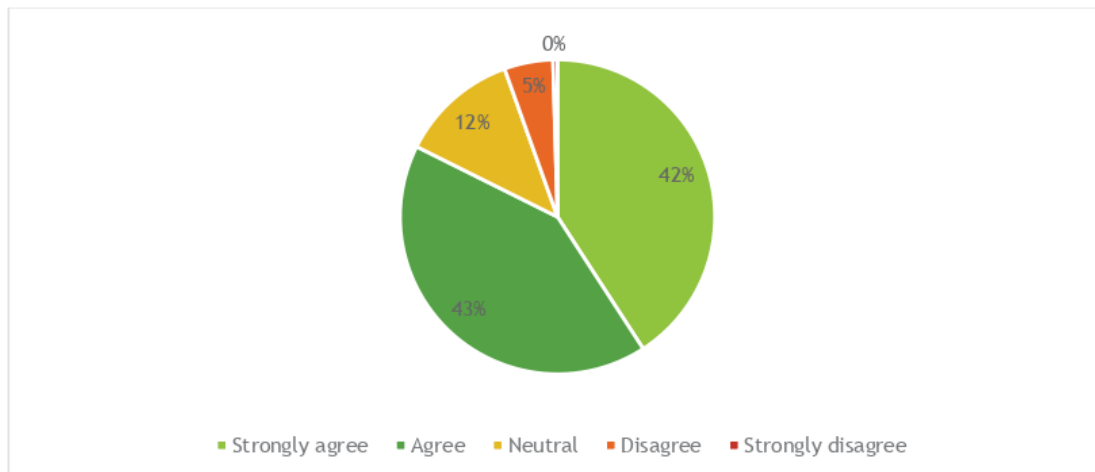
85% of respondents strongly agreed or agreed with the theme 'Accessible Community Services', while 12% were neutral and 5% strongly disagreed

Figure 11. How much do you agree or disagree with 'Active Places and Spaces'?

90% of respondents strongly agreed or agreed with the theme 'Active Places and Spaces', while 9% were neutral and 4% strongly disagreed or disagreed.

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Figure 12. How much do you agree or disagree with 'Celebrated History and Culture'?

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

79% of respondents strongly agreed or agreed with the theme 'Celebrated History and Culture', while 17% were neutral and 7% strongly disagreed or disagreed.
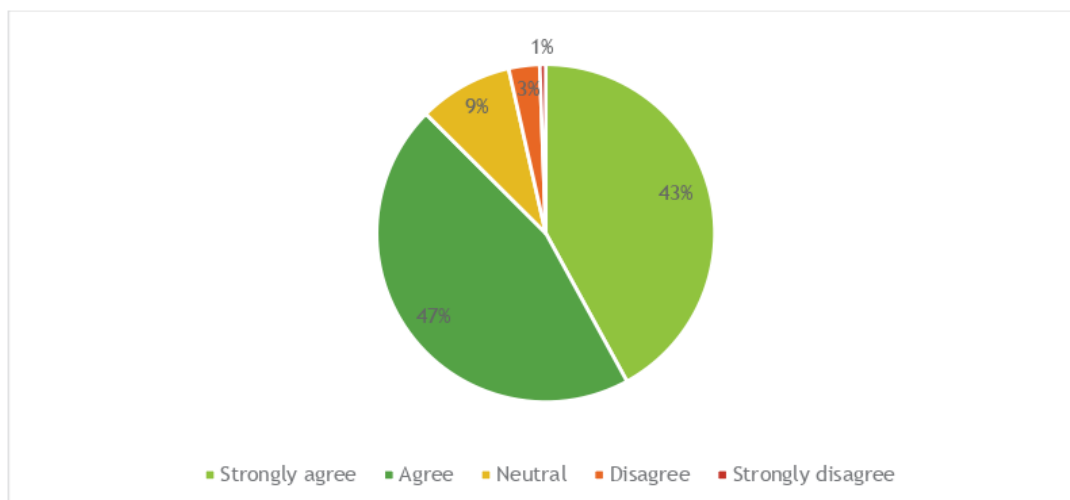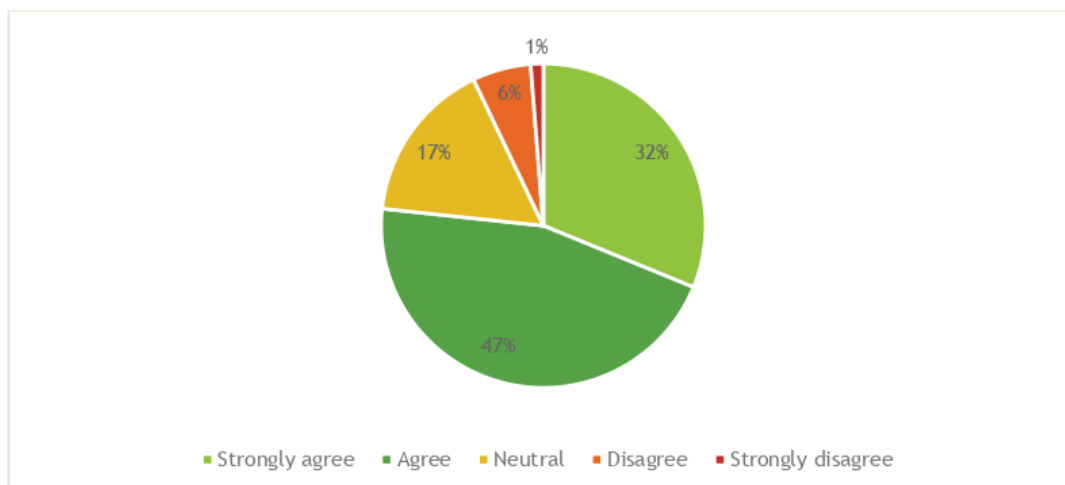
Participants were asked to consider what they thought the most important outcomes were for each of the six (6) themes. A summary of the participant feedback for Phase 2 engagement is below.

Strategic theme	Frequently emerging themes – *describe the most important outcome for you regarding <strategic theme>*	Examples of community sentiment
Strong modern economy	• Unemployment is low • Businesses are thriving in Ipswich • There is an evolution of traditional businesses	*"Decrease the amount of unemployment....giving the chance for people to make choices"* *"Developing and attracting businesses to the area. More employment. Creating jobs for locals"* *"Ensure that the local economy grows and helps all businesses, both big and small, to keep their doors open"* *"Ipswich having the capacity to support development in local areas, and also sustainability"* *"Diverse workforce and an economy"* *"Encourage business to start up here and create jobs"* *"Encourage new businesses"*
Sense of community	• Our community lives together in harmony regardless of our backgrounds, cultures and religions	*"a place where you feel safe and connected to all members of our community"* *"Our cultural and linguistic diversity (should) be acknowledged and celebrated, while past contributions are recognised"*

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Strategic theme	Frequently emerging themes – *describe the most important outcome for you regarding <strategic theme>*	Examples of community sentiment
	• Activities are varied with opportunities for all to participate • Ipswich Brand is positive and inclusive	*"Bring groups together to meet and understand on another"* *"More free activities for the whole communities to come together"* *"Solid community ventures with a focus on sustainable practises - more community gardens and, arts, and health and fitness activities"* *"Inclusiveness for all"* *"Have the whole community work together for the good of Ipswich"*
Clean natural environment and open spaces	• Improved recycling and better waste management infrastructure • Parks and open spaces are maintained for activation • Fusion of development and environment	*"More bins available in public"* *"More options to recycle"* *"(we need) more efficient ways of disposing of waste in an environmentally friendly way"* *"Nature play spaces and litter-free"* *"Reducing the amount of external rubbish dumped in the area"* *"Keep the streets and parks maintained"* *"Parks and recreational areas for people to enjoy"* *"Balance between urban development and green spaces"* *"Better planning and development with the environment in mind"* *"Keep a good balance between housing developments and parks"*
Accessible community services	• Services are sustainable as they address community need and support growth • Public transport is available and an easier choice • Infrastructure supports access for all abilities	*"Services should be accessible to all members of the community and meet the needs of the community"* *"Places to learn general health and wellbeing and more support for the disadvantaged"* *"Each public service is easily accessible"* *"Better public transport"* *"Better bus services"* *"Better disability access"* *"Accessibility for all is very important. Roadways, paths, parking and disability access"* *"Having social, health and recreational services, such as racing events and other community activities"*

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Strategic theme	Frequently emerging themes – *describe the most important outcome for you regarding <strategic theme>*	Examples of community sentiment
Active places and spaces	• People are able to stay active and healthy using spaces in their suburb • Activities are varied with opportunities for all to participate • There are spaces available for motorsports that can attract visitors	*"Community activity, such as yoga and tai chi, available in all parts of the city"* *"Creating new facilities that encourage all to live an active and healthy lifestyle"* *"Having easily accessible places for people to engage in fitness or activities"* *"Active places should be emphasised, such as sporting events / motor sports and recreational spaces. Gives you somewhere to take the family for a day out plus stimulating the local economy"* *"A wide range of spaces that cater and take into account the whole community"* *"Indoor and outdoor facilities that allow residents to partake in activities they enjoy"* *"Invest in keeping and improving Willowbank raceway precinct"* *"Keep motorsport alive in the area, it's a part of all the key strategies mentioned"*
Celebrated history and culture	• Knowledge of our past is shared to future generations • Celebration and acknowledgement of all cultures • Historical buildings are preserved and enhanced	*"We need to celebrate and recognise Ipswich's indigenous culture and history and at the same time recognise Ipswich's European settlement, culture and beautiful heritage in its buildings"* *"Continue to create spaces and centres where the history of our city can be celebrated but also embrace our current culture e.g. the arts"* *"More chances to embrace cultures and support diverse cultures"* *"Once a year have a history and cultural festival"* *"We ensure our historic buildings and places are conserved for future generations but we mix the old with the new to make it usable"* *"Keeping the city's heritage alive"*

Participants were also asked to rate how well council is performing in its key delivery areas of: planning for sustainable development; providing and maintaining infrastructure; protecting the environment; providing community services and development; and safeguarding public health. These results, and the detailed data results from engagement phase 2, are outlined in Appendix 2.

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Phase 3 Engagement Data Summary

During phase 3, the draft iFuture plan was available to the community for comment for the month of February 2021. Council asked the community to indicate their level of agreement with the proposed vision and themes shown in figures 13-17 below.

Figure 13. Have we got the vision right for the city of Ipswich?
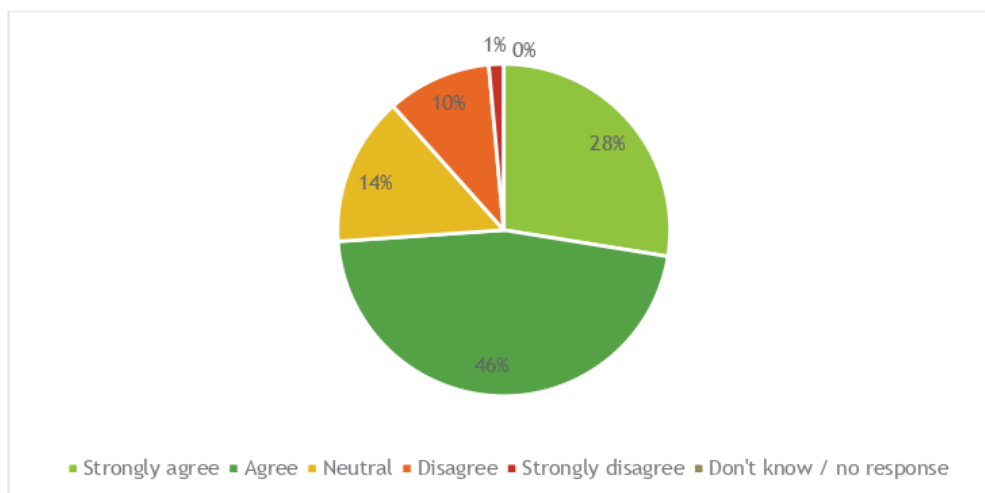
74% of respondents supported the vision statement, 14% were neutral and 12% did not support or gave no response

Figure 14. In considering our plan for 'Vibrant and Growing', have we got this right for the city of Ipswich?
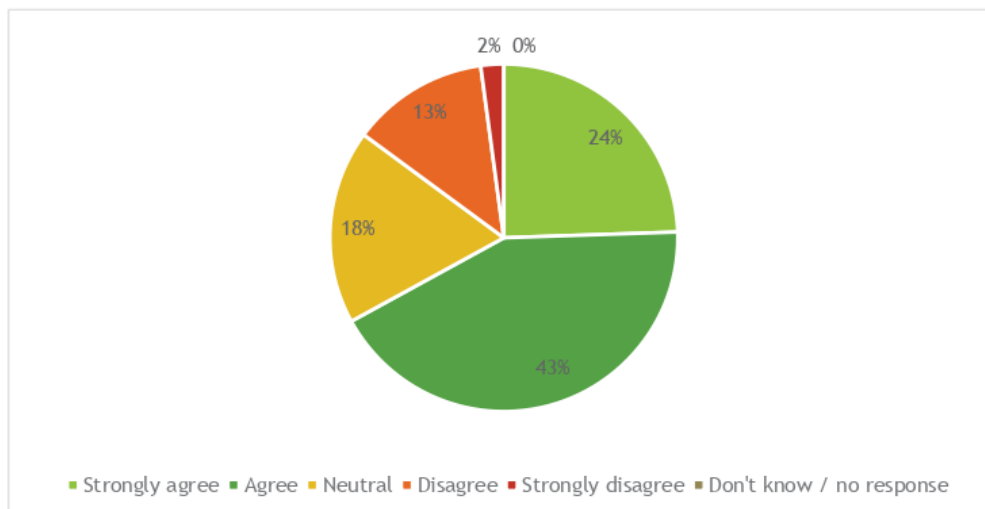
67% of respondents supported 'Vibrant and Growing', 18% were neutral and 15% did not support or gave no response

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Figure 15. In considering our plan for 'Safe, Inclusive and Creative', have we got this right for the city of Ipswich?
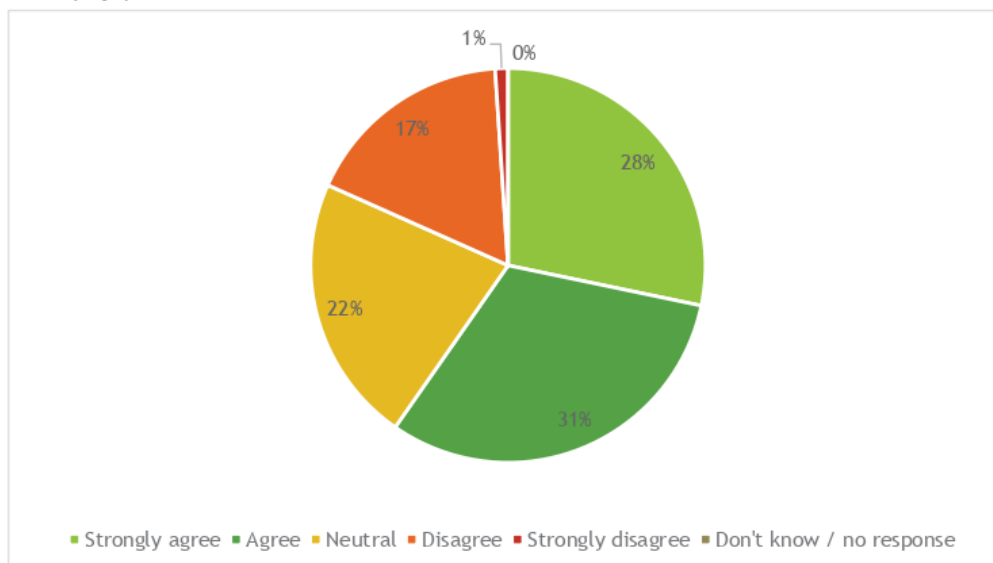
59% of respondents supported 'Safe, Inclusive and Creative', 22% were neutral and 19% did not support or gave no response.

Figure 16. In considering our plan for 'Natural and Sustainable', have we got this right for the city of Ipswich?
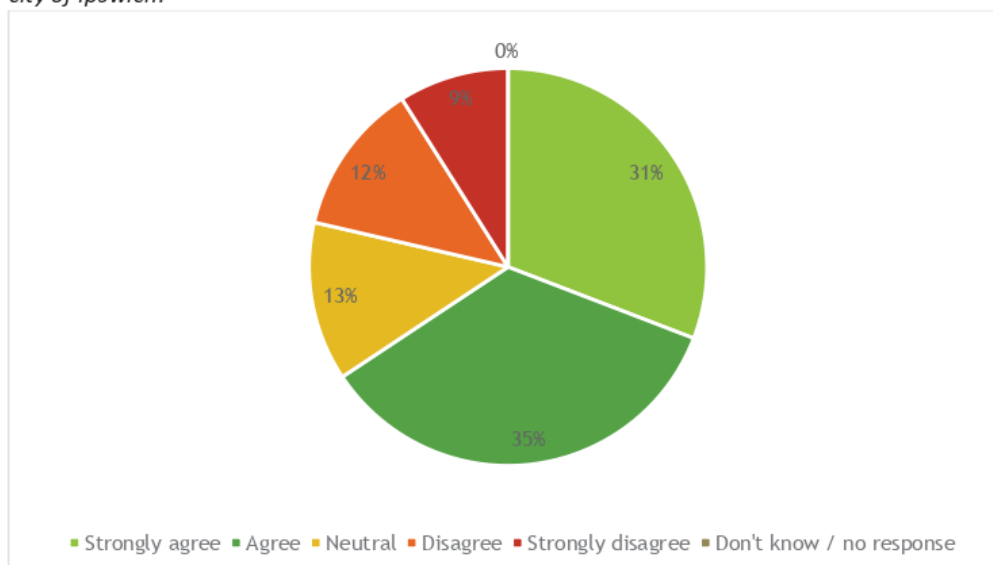
66% of respondents supported 'Natural and Sustainable', 13% were neutral and 21% did not support or gave no response.

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Figure 17. In considering our plan for 'A Trusted and Leading Organisation', have we got this right for the city of Ipswich?
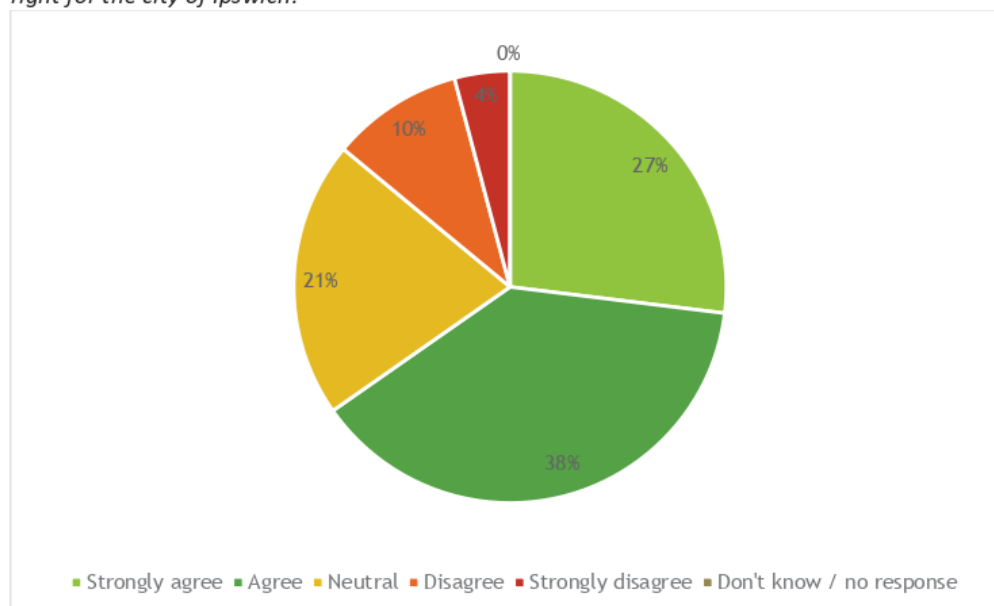
65% of respondents supported 'A Trusted and Leading Organisation' 21% were neutral and 14% did not support or gave no response.

Council also asked the community what it could do to improve the plan. A summary of the participant feedback for Phase 3 engagement is shown below. Detailed results are in Appendix 3.

| Section of plan	Frequently emerging themes - *what could Council do to improve the vision/theme?*	Examples of community sentiment
Vision	• Shorten, simplify and wordsmith the vision • Endorsement of vision • Sustainable development and growth	*"The vision should be under 50 words so it can be clearly understood and remembered"* *"Perhaps make it a bit shorter and more succinct. It is quite long"* *"I think the sentiment is right, it just needs to be worded better - either in a shorter sentence or in two sentences'* *"The vision is too long. If it were shortened substantially and the key themes were kept, I can't see that it would lose it's meaning"* *"I believe that Council have nailed the vision, we are all wanting and achieving the same goals"* *"Protect our environment, measure our air quality and our water quality. Do not let development into the suburbs that are detrimental to our health. Have stronger*

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Section of plan	Frequently emerging themes - *what could Council do to improve the vision/theme?*	Examples of community sentiment
		environmental policies, avoid development that flattens every tree"
Theme 1 – Vibrant and Growing	• Improve transport • Sustainable development and growth • Good infrastructure	*"Transport/parking should be main focus with growth"* *"Road improvements"* *"With growth you need balance"* *"The growth for 2041 needs to be in the planning stage now"* *"Stop clearing land and ensure natural areas are connected"* *"Ensure we have sufficient infrastructure and current structures are maintained to handle the growth in population"* *"To deliver in 2041 we need to be planning now, investing in longer term planning and acquisition of land to ensure facilities and infrastructure can built where it is needed"*
Theme 2 – Safe, Inclusive and Creative	Enhance social and cultural outcomes: • Inclusivity • Community safety • The arts/public art	*"Elaborate on safety, not just physical safety (perceptions). More emphasis on the safe aspects"* *"Feeling safe is important….(it's the)…key to having people back in the city"* *"Inclusive transport considerations – including those who don't own a car / or have a disability and cannot drive and cannot travel after dark"* *"(we need) Education of different cultures/diversity to promote understanding"* *"(we need) Ease of access to participate in public life…for people with physical and mental disabilities…considerations of parking, inclusive language and visual supports"*
Theme 3 – Natural and Sustainable	• Retain/Regenerate/Rehabilitate natural environment and protect habitat • Greater environment and sustainability outcomes – Waste and circular economy • Greater environment and sustainability outcomes for waterways	*"Improve waste management practices and recycling"* *"(we need a) circular economy – product stewardship, renewable resources, design for sustainability. Teach our kids Sustainability"* *"When approving developments ensure green corridors are earmarked for connection. Put the onus on developers to do this - council requires more"* *"Stop knocking down trees"*

21

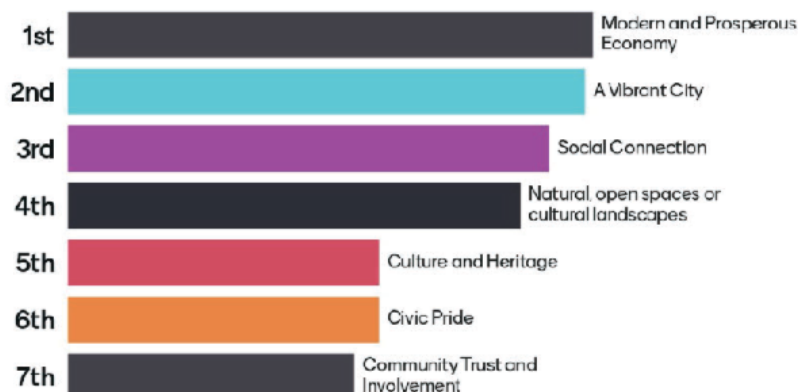| Section of plan	Frequently emerging themes - *what could Council do to improve the vision/theme?*	Examples of community sentiment
		"Bank land / acquisition of land for green corridors"
Theme 4 – A Trusted and Leading Organisation	• Rebuilding trust, transparency, accountability and integrity • Greater communication and community engagement • Good infrastructure	*"When asking for feedback or input, share the feedback and input you received. Let people know you will share all feedback before they respond."* *"Include listening to our community when making decisions/planning for the city. Include wording that reflects our purpose statement - that what Council does is to improve the quality of life for residents"* *"Trust needs to be rebuilt"* *"Lengthen timeframes to include community input...more consultation"* *"Represent (and) listen to the people. Know the community"* *"(more) access to information"* *"What Ipswich is missing is the basic infrastructure. The links are missing"* *'We need better transport routes. Roads, rail...we need to re-design our infrastructure"*
Other feedback	• Improve communication and community engagement • Good governance • Positive sentiment from community	*"Use plain language"* *"Explain decisions"* *" (we need more) inclusive communication and engagement"* *"Technical experts are better equipped in dealing with some of the issues that people currently use councillors for"* *"(the) Nicholas Street Precinct event on 14 February 2021 was excellent. Ipswich City Orchestra (was) fantastic. Face-to-face conversations are very important"* *"I have recently moved here....and have been significantly impressed with the quality of Ipswich Council staff"* *"Overall the plan is good"* *" (I am) comfortable with what has been provided and read"*

Final changes to the draft iFuture plan, based on participant feedback, are detailed in the iFuture decisions register.

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Appendix 1 – Phase 1 Engagement Data

Internal visioning workshop

Participants were asked to agree on the key strategic themes for the draft vision and then rank them via live polling. The key themes that emerged from the internal visioning workshop, in ranked order, were:

Rank	Theme
1st	Modern and Prosperous Economy
2nd	A Vibrant City
3rd	Social Connection
4th	Natural open spaces or cultural landscapes
5th	Culture and Heritage
6th	Civic Pride
7th	Community Trust and Involvement

Study circles

Building on the futures visioning summit, we asked community representatives two key questions to facilitate futures visioning scenarios: *What do you love about Ipswich now?* and *What do you want people to love about Ipswich in 2040?* Analysis of the study circle data identified the following key themes:

What do you love about Ipswich now?	What do you want people to love about Ipswich in 2040?
- Open spaces - History - historical buildings, cultural heritage, character houses - Sense of community - family and all ages friendly, welcoming, diverse, safe, strong - Sporting facilities - Good available social/recreational choices - Convenient access to services - health, education, commercial - Parks and bikeways - Big house blocks - Country lifestyle	- Strong local economy - Strong local governance - Clean, accessible natural environment - Sustainable waste management - Continued sense of community - welcoming, diverse, safe, strong - Historical buildings preserved - Improved services and facilities (health, education, community centres) - Improved road infrastructure - Connected, fast public transport - Vibrant, thriving, renewed city centre - Affordable - Improved recreation, entertainment, shopping and hospitality opportunities - Plentiful, free parking - Big house blocks - Improved Ipswich brand / reputation - Convenient, relaxed lifestyle

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Community reference group workshops

The community reference groups were asked to rank the importance the key themes identified in the study circle data. Common themes were assigned a colour to show the relationship between them across all stakeholder groups, and for each question. Themes not categorised during analysis are displayed in white.

Note: the themes presented to the IYAC group were taken from the IYAC study circle data set only. The themes from the Murri interagency workshop reflect the frequency of each theme and were not voted on via live polling.

Key themes from community workshops, by stakeholder group:

Stakeholder group	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
What you love about Ipswich now?					
Resilient communities CRG	Sense of community	Convenient access to services	Open spaces	Good available social/recreational opportunities	Parks and bikeways
Economic development CRG	Sense of community	Convenient access to services	Good available social/recreational opportunities Country lifestyle	Sporting facilities	Parks and bikeways
Transparent governance CRG	Sense of community	Convenient access to services	History	Good available social/recreational opportunities	Open spaces
Growth management CRG	Convenient access to services	History	Parks and bikeways	Sense of community	Open spaces
IYAC	Sense of community	Clean, accessible natural environment	Convenient access to services	Preserved historical buildings	Rich local history and cultural history
Environment CRG	Convenient access to services	Sense of community	Parks and bikeways	Country lifestyle	Good available social/recreational opportunities
Murri interagency	Sense of community	Diversity of people and culture	Nature and open spaces	Heritage	Education Youth Community safety/violence

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Stakeholder group	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
What you want people to love about Ipswich in 2040?					
Resilient communities CRG	Clean accessible natural environment Convenient relaxed lifestyle	Improved services and facilities	Improved recreation, entertainment, shopping and hospitality services	Sustainable waste management	Sense of community
Economic development CRG	Strong local economy	Sense of community	Strong local governance	Improved Ipswich brand/reputation	Connected fast public transport
Transparent governance CRG	Strong local economy	Sense of community	Strong local governance	Historical buildings preserved	Affordable
Growth management CRG	Improved recreation, entertainment, shopping and hospitality services	Improved Ipswich brand/reputation	Strong local economy	Strong local governance	Improved services and facilities
IYAC	Improved health, education and community facilities	Jobs for young people	Employment opportunities	Sense of community	Better faster public transport
Environment CRG	Clean accessible natural environment	Strong local economy	Strong local governance	Sustainable waste management	Improved road infrastructure
Murri interagency	Education Community services	Heritage Representation	Opportunities	Diversity of people and culture Jobs	Sense of community

The key themes identified for now and in 2040 were compared and correlated to inform the key strategic themes in the community vision.

Comparison of key themes from community workshops:

What do you love about Ipswich now?	What do you want people to love about Ipswich in 2040?
• Sense of community	• Sense of community
• Open spaces • Parks and bikeways • Sporting facilities	• Clean accessible natural environment • Sustainable waste management

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What do you love about Ipswich now?	What do you want people to love about Ipswich in 2040?
• Clean accessible natural environment	
• Convenient access to services	• Improved services and facilities • Improved health, education and community facilities • Education • Community services
• History and heritage	• History and heritage
• Social/recreational opportunities	• Improved recreation, entertainment, shopping and hospitality services
	• Strong local economy
	• Strong local governance

The outputs from both the internal and external workshops were then used to develop the draft community vision and themes.

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Appendix 2 – Phase 2 Engagement Data

The draft vision statement developed from phase 1 visioning was presented for community input:

Ipswich (Tulmur) is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger. We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community. We are a community that unites in both times of need and to celebrate success. And we have much to celebrate. Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant. We are a City of centres, connected by a network of active green spaces that connect us to the land and where we can enjoy creative and sports, active recreation or relaxing time with our families and loved ones. Our rich Indigenous, European and multicultural histories and cultural landscapes are treasured and celebrated. As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city. We are proud to call Ipswich home. Join us.

How much do you agree with this draft vision statement?
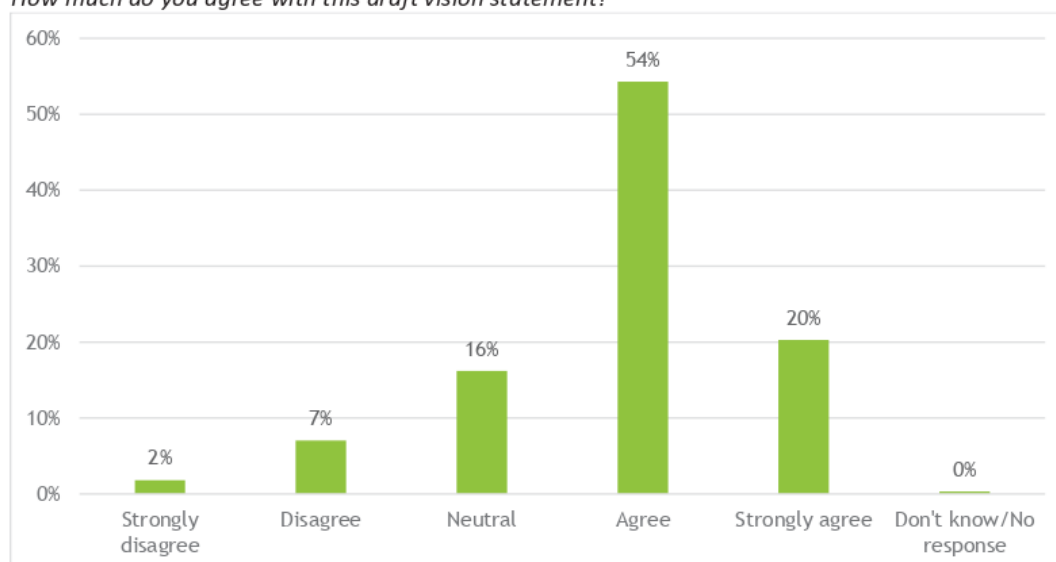
Following the Phase 1 Engagement, the seven (7) strategic themes formed at the internal visioning workshop were consolidated to six (6) focus areas:
- Strong and modern economy
- Sense of community
- Clean natural environment and open spaces
- Accessible community services
- Active places and spaces
- Celebrated history and culture

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How much do you agree or disagree with 'Strong Modern Economy'

85% of respondents strongly agreed or agreed with the theme 'Strong Modern Economy', while 11% were neutral and 7% strongly disagreed or disagreed

How much do you agree or disagree with 'Sense of Community'

87% of respondents strongly agreed or agreed with the theme 'Sense of Community', while 10% were neutral and 5% strongly disagreed or disagreed

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How much do you agree or disagree with 'Clean Natural Environment and Open Spaces

88% of respondents strongly agreed or agreed with the theme 'Clean Natural Environment and Open Spaces', while 8% were neutral and 7% strongly disagreed or disagreed

How much do you agree or disagree with 'Accessible Community Services'

85% of respondents strongly agreed or agreed with the theme 'Accessible Community Services', while 12% were neutral and 5% strongly disagreed

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How much do you agree or disagree with 'Active Places and Spaces'

90% of respondents strongly agreed or agreed with the theme 'Active Places and Spaces', while 9% were neutral and 4% strongly disagreed or disagreed.

How much do you agree or disagree with 'Celebrated History and Culture'

79% of respondents strongly agreed or agreed with the theme 'Celebrated History and Culture', while 17% were neutral and 7% strongly disagreed or disagreed.

Engagement Question	Emerging theme	Frequency
Please describe the most important outcome for you regarding 'Strong modern economy'	Unemployment is low	79
	Businesses are thriving in Ipswich	54
	There is an evolution of traditional businesses	36
	Resources are prioritised	31
	Our city centres are thriving and retains services to Ipswich	17
	Ipswich is known for its attractions	15

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| Engagement Question	Emerging theme	Frequency
	Ipswich is an affordable city to live	8
	Variety of education opportunities including alternative methods	7
	Ipswich has a focus on clean industry as a leading employment stream	5
	A circular economy is established in Ipswich	2
	Council advocates for regionally significant projects	1
	There are flexible employment opportunities available.	1
Please describe the most important outcome for you regarding 'Sense of Community'	Our community lives together in harmony regardless of our backgrounds, cultures and religions	74
	Activities are varied with opportunities for all to participate	73
	Ipswich Brand is positive and inclusive	33
	The residents feel heard and engaged	18
	Prevention is a focus for Ipswich	16
	Services are local to each city centre	15
	Active transport is available and safe	6
	There are high levels of volunteering in community	6
	We unite in time of need and to celebrate	4
	The community knows what Ipswich has to offer	3
	The CBD is alive with music and eateries	1
Please describe the most important outcome for you regarding 'clean natural environment and open spaces'	Improved recycling and better waste management infrastructure	101
	Parks and open spaces are maintained for activation	49
	Fusion of development and environment	43
	Balance activation of natural environment and conservation	31
	Revegetation of sites that have been developed	21
	Waterway health is improved	14
	Wildlife are protected	12
	Industry is not impacting housing developments	8
	Odour is managed from landfill sites	7
	Active transport is available and safe	3
	Cultural landscapes are protected	3
Please describe the most important outcome for you regarding 'Accessible community services'	Services are sustainable as they address community need and support growth	54
	Public transport is available and an easier choice	51
	Infrastructure supports access for all abilities	29
	Services are local to each city centre	24
	The community knows what Ipswich has to offer	20
	Assets are used to address community need	11
	Connected transport / travel with CBD and suburbs incl. parking	9
	Public facilities such as bins, toilets etc are available in convenient locations	5

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Engagement Question	Emerging theme	Frequency
	Technology is utilised to increase accessibility	4
	Ensure maintenance of existing assets balance with growth of new	4
	Prevention is a focus in Ipswich	4
	Partnerships are formed to utilise resources	3
	Facilities are available 24/7	2
	Duplication is identified and unified	1
	The community is prepared for emergencies and natural disasters	1
Please describe the most important outcome for you regarding 'Active places and spaces'	People are able to stay active and healthy using spaces in their suburb	80
	Activities are varied with opportunities for all to participate	54
	There are spaces available for motorsports that can attract visitors	40
	Activate existing infrastructure to create a vibrant city	22
	Our city is connected and linked	7
	All assets are utilised to their full capacity	6
	There are places and activities open at night / 24/7 for people to engage in	5
	Ipswich is known for incredible spaces for recreation such as Kholo, Colleges Crossing etc	4
	Public transport is available and an easier choice	4
	The CBD is alive with music and eateries	4
	People feel safe moving around their community	1
Please describe the most important outcome for you regarding 'Celebrated history and culture'	Knowledge of our past is shared to future generations	53
	Celebration and acknowledgement of all cultures	48
	Historical buildings are preserved and enhanced	13
	Use learnings from the past to guide the future	12
	Our community lives together in harmony regardless of our backgrounds, cultures and religions	11
	There is focus on car-culture as a defining identity for Ipswich	9
	Cultural landmarks are acknowledged and respected	6
	Acknowledgement of the defence services	4
	The Arts are promoted and make the city a vibrant experience for all visitors	3

Participants were asked 'Overall, how well do you think Council is performing in its key areas?'
- Planning for sustainable development
- Providing and maintaining infrastructure
- Protecting the environment
- Providing community services and development
- Safeguarding public health

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How well do you think council is performing in the key area of 'Planning for sustainable development'?
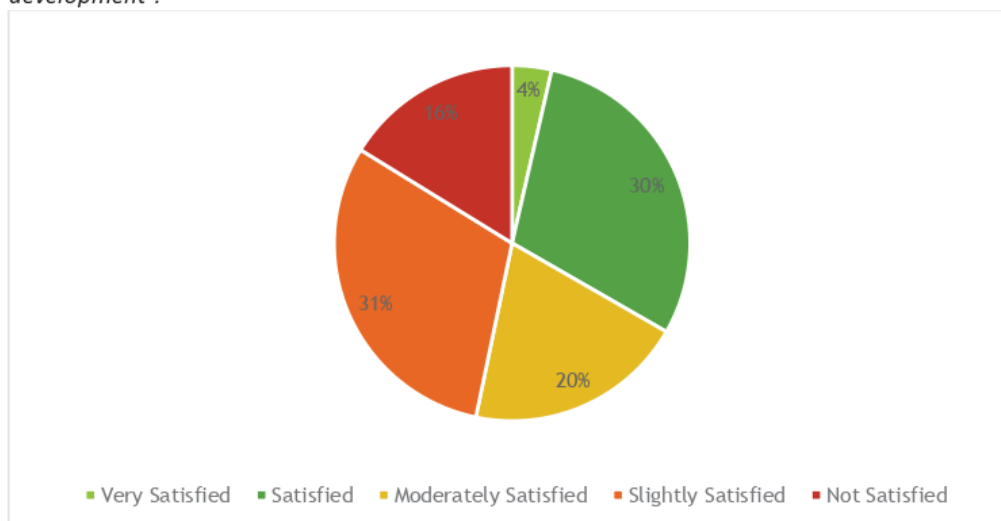
34% of repsondants are very satisfied or satisfied, 20% are moderately satisfied while 31% are only slightly satisfied and 16% are not satisfied.

How well do you think council is performing in the key area of 'Providing and maintaining infrastructure'?
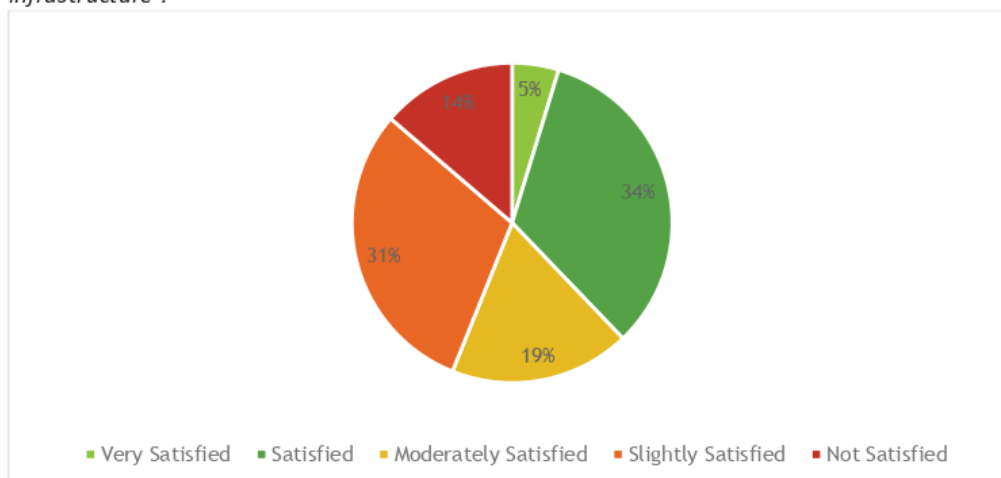
39% of respondents are very satisfied or satisfied, 19% are moderately satisfied while 31% are only slightly satisfied and 14% are not satisfied.

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How well do you think council is performing in the key area of 'Protecting the environment'?

Legend: ■ Very Satisfied ■ Satisfied ■ Moderately Satisfied ■ Slightly Satisfied ■ Not Satisfied
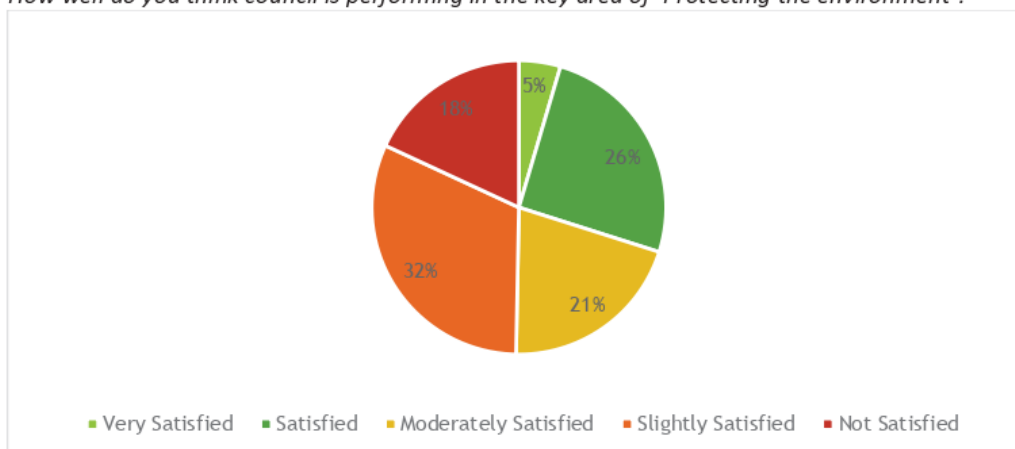
31% of respondents are very satisfied or satisfied, 21% are moderately satisfied while 32% are slightly satisfied and 18% are not satisfied.

How well do you think council is performing in the key area of 'Providing community services and development?'

Legend: ■ Satisfied ■ Very Satisfied ■ Moderately Satisfied ■ Slightly Satisfied ■ Not Satisfied
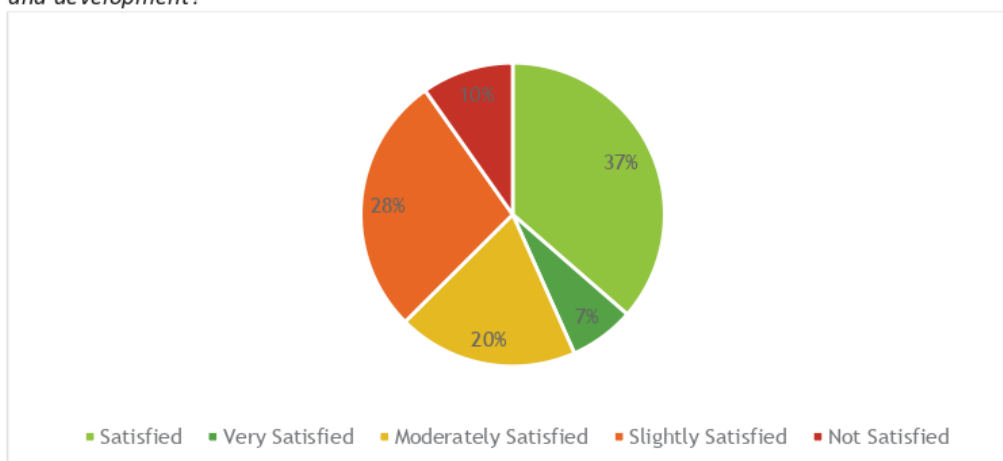
44% of respondents are very satisfied or satisfied, 20% are moderately satisfied while 28% are slightly satisfied and 10% are not satisfied.

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How well do you think council is performing in the key area of 'Safeguarding public health'?

Pie chart showing: Very Satisfied 7%, Satisfied 46%, Moderately Satisfied 20%, Slightly Satisfied 21%, Not Satisfied 8%.

Legend: ■ Very Satisfied ■ Satisfied ■ Moderately Satisfied ■ Slightly Satisfied ■ Not Satisfied
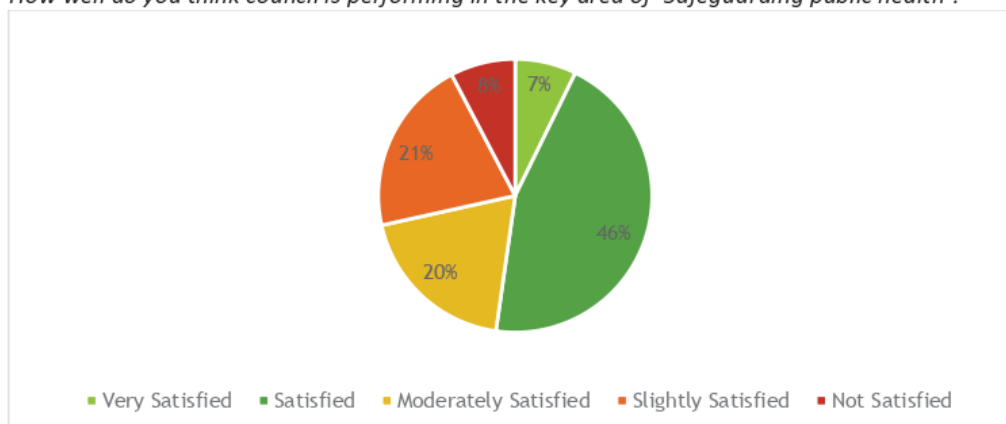
53% of respondents are very satisfied or satisfied, 20% are moderately satisfied while 21% are slightly satisfied and 8% are not satisfied.

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Appendix 3 – Phase 3 Engagement Data

Have we got the vision right for the city of Ipswich?
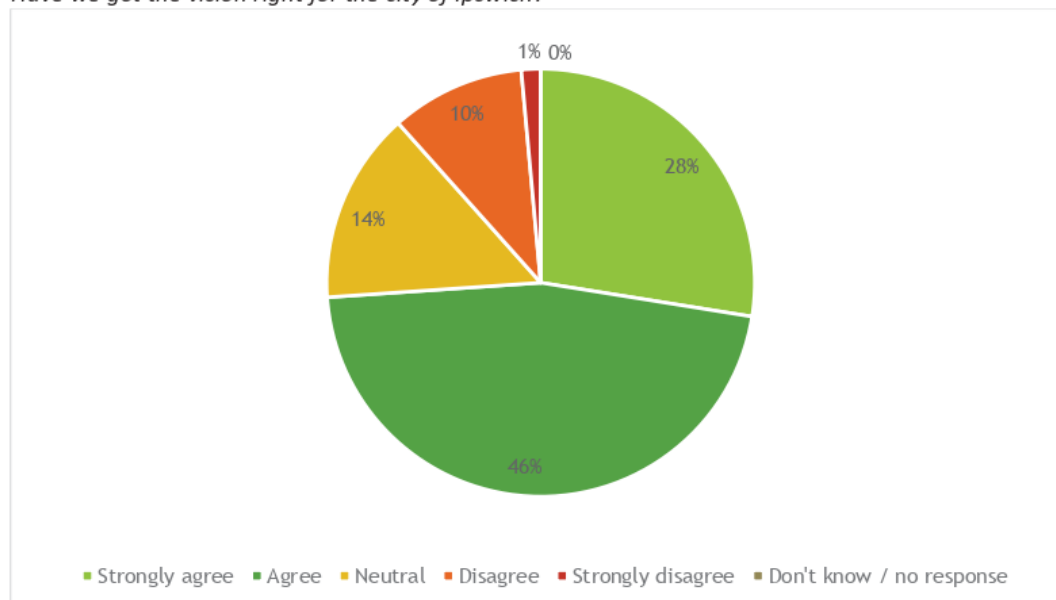
74% of respondents either agreed or strongly agreed that we got the vision right. 14% were neutral and 11% either disagreed or strongly disagreed.

In considering our plan for 'Vibrant and Growing', have we got this right for the city of Ipswich?
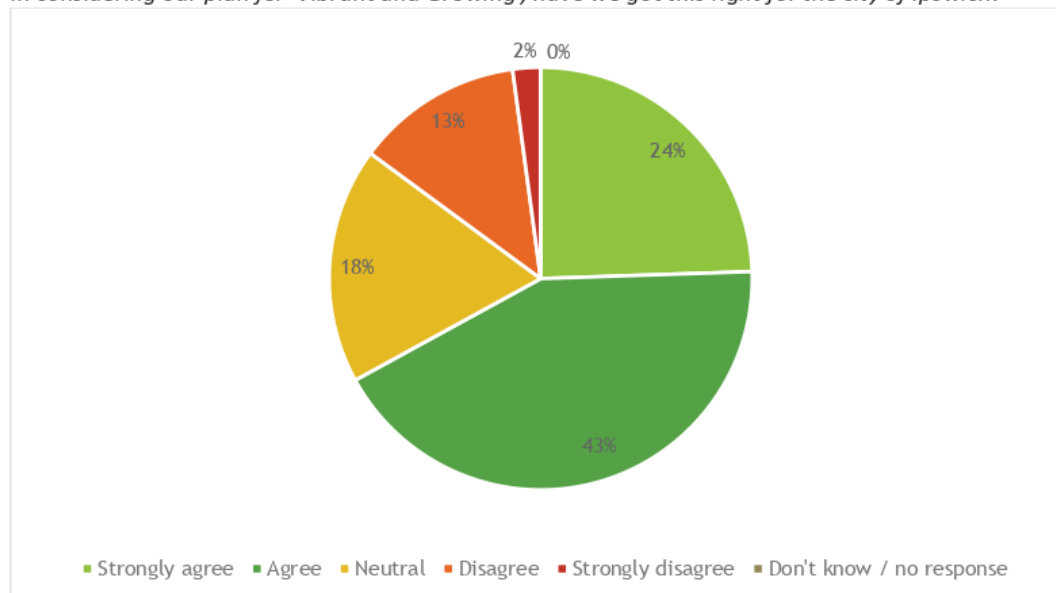
66% of respondents either agreed or strongly agreed that we got our plan for 'Vibrant and Growing' right. 18% were neutral and 15% either disagreed or strongly disagreed.

36

In considering our plan for 'Safe, Inclusive and Creative', have we got this right for the city of Ipswich?

Pie chart legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response

Values: 28%, 31%, 22%, 17%, 1%, 0%

59% of respondents either agreed or strongly agreed that we our plan for 'Safe, Inclusive and Creative' right. 22% were neutral and 18% either disagreed or strongly disagreed.

In considering our plan for 'Natural and Sustainable', have we got this right for the city of Ipswich?

Pie chart legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response

Values: 31%, 35%, 13%, 12%, 9%, 0%

66% of respondents either agreed or strongly agreed that we our plan for 'Natural and Sustainable' right. 13% were neutral and 21% either disagreed or strongly disagreed.

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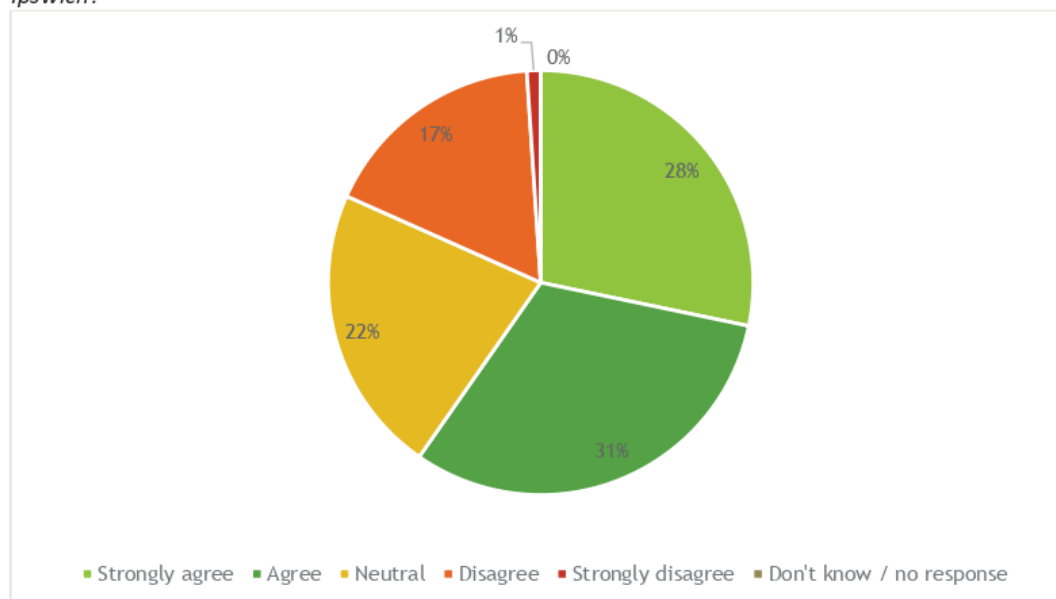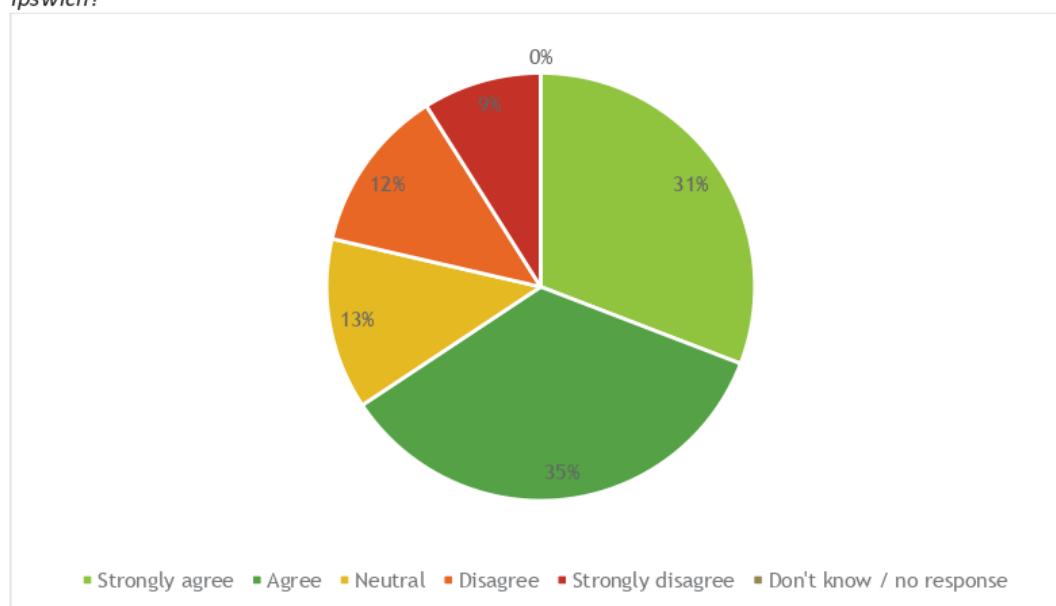*In considering our plan for 'A Trusted and Leading Organisation', have we got this right for the city of Ipswich?*

63% of respondents either agreed or strongly agreed that we our plan for 'A Trusted and Leading Organisation' right. 20% were neutral and 13% either disagreed or strongly disagreed.
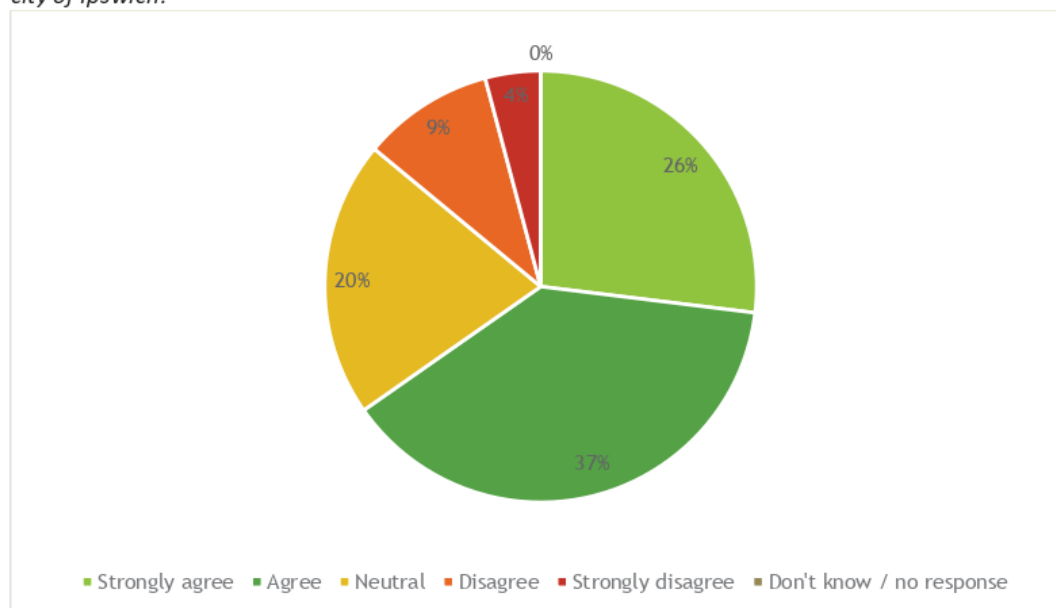
Engagement question	Emerging theme	Frequency
What can council do to improve the vision?	Shorten, simplify and wordsmith	27
	Endorsement of vision	12
	Sustainable population growth and development - general	10
	Greater communication and community engagement	7
	Enhance social and cultural outcomes - inclusivity	7
	Greater recognition and respect for ATSI people and culture	7
	Ensure the vision is achievable and achieved	6
	Other	6
	Enhance economic opportunities - innovation	5
	Enhance economic opportunities - tourism	5
	Sustainable population growth and development – Priority Development Areas	5
	Good infrastructure	4
	Enhance economic opportunities - CBD	3
	Enhance environment and sustainability outcomes - general	3
	Enhance environment and sustainability outcomes - natural environment	3
	Enhance social and cultural outcomes - the arts	3
	Enhance social and cultural outcomes - community safety	3
	Improve governance	3
	Enhance sporting and recreational outcomes	3
	Enhance economic opportunities - markets	2
	Enhance economic opportunities - employment	2

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Engagement question	Emerging theme	Frequency
	Enhance social and cultural outcomes - socio economic parity	2
	Enhance social and cultural outcomes - services	2
	Enhance environment and sustainability outcomes - waste	2
	More engagement with 'hard-to-reach' groups	2
	Sustainable population growth and development - equitable distribution of resources	2
	Better infrastructure - 2nd bridge	1
	Improve Transport	1
	Conserve historical buildings	1
	Enhance social and cultural outcomes - public art	1
	Improve maintenance and public amenity	1
	Enhance social and cultural outcomes - inclusiveness	1
What could council do to improve our plan for 'Vibrant and Growing'?	Improve Transport	17
	Sustainable population growth and development - general	16
	Good infrastructure	13
	Enhance economic opportunities - CBD	11
	Enhance economic opportunities - general	10
	Enhance economic opportunities - employment	8
	City of centres comment	7
	Shorten, simplify and wordsmith	7
	Greater environment and sustainability outcomes	7
	Revitalise existing suburbs	7
	Enhance sporting and recreational outcomes	6
	Greater communication and community engagement	5
	Education opportunities	5
	Enhance economic opportunities - tourism	4
	Connected	2
	Enhance economic opportunities - innovation	2
	Enhance economic opportunities - markets	2
	Encourage small business growth	1
	Enhance social and cultural outcomes - community safety	1
	Enhance social and cultural outcomes - inclusivity	1
	Enhance social and cultural outcomes - services	1
What could council do to improve our plan for 'Safe, Inclusive and Creative'?	Enhance social and cultural outcomes - inclusivity	19
	Enhance social and cultural outcomes - community safety	18
	Enhance social and cultural outcomes - the arts	15
	Other	10
	Greater communication and community engagement	8
	Positive sentiment	7

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Engagement question	Emerging theme	Frequency
	Shorten, simplify and wordsmith	6
	Enhance social and cultural outcomes - public art	5
	Enhance social and cultural outcomes - services	4
	Enhance social and cultural outcomes - community support	4
	Enhance sporting and recreational outcomes	4
	Enhance cultural heritage	3
	Enhance disaster management	3
	Improve Transport	3
	Negative sentiment	3
	Enhance social and cultural outcomes - socio economic parity	2
	Greater recognition and respect for ATSI people and culture	2
	Revitalise existing suburbs	2
	Enhance economic opportunities - employment	1
	Enhance economic opportunities - CBD	1
	Enhance economic opportunities - innovation	1
	Enhance economic opportunities - markets	1
	Enhance economic opportunities - tourism	1
	Good infrastructure	1
	More engagement with 'hard-to-reach' cohorts	1
	Greater environment and sustainability outcomes - Waste	1
	Connection	1
What could council do to improve our plan for 'Natural and Sustainable'?	Greater environment and sustainability outcomes - Retain/Regenerate/Rehabilitate natural environment and protect habitat	40
	Greater environment and sustainability outcomes - Waste	34
	Greater environment and sustainability outcomes – waterways	15
	Greater environment and sustainability outcomes -Nature based recreation	14
	Greater environment and sustainability outcomes - Open spaces / natural areas	12
	Shorten, simplify and wordsmith	12
	Greater environment and sustainability outcomes	11
	Greater environment and sustainability outcomes - circular economy	10
	Improve transport	9
	Enhance social and cultural outcomes - community support	6
	Greater environment and sustainability outcomes – Education	6
	Other - Enforcement against environmental breaches	5
	Positive sentiment	5
	Sustainable population growth and development - general	5
	Other	4
	Revitalise existing suburbs	4

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Engagement question	Emerging theme	Frequency
	Enhance economic opportunities - tourism	3
	Ensure the vision is achievable	3
	No improvement required	3
	Other – idea	3
	Conserve historical buildings	2
	Enforcement against environmental breaches	2
	Enhance economic opportunities - innovation	2
	Greater recognition and respect for ATSI people and culture	2
	Zoning considerations	2
	Endorsement of vision	1
	Enhance economic opportunities - general	1
	Greater environment and sustainability outcomes - Partnerships	1
	Greater environment and sustainability outcomes – Regeneration	1
	Greater environment and sustainability outcomes - Renewable resources/energy	2
	Sustainable	1
What could council do to improve our plan for 'Trusted and Leading Organisation'?	Rebuilding trust, transparency and accountability and integrity	34
	Greater communication and community engagement	33
	Good infrastructure	13
	Other	13
	Ensure the vision is achievable and achieved	6
	Greater environment and sustainability outcomes	5
	No improvement required	4
	Be more pro-active	3
	Sense of community/more working/connected with the community	3
	Shorten, simplify and wordsmith	3
	Modern organisation and workforce	2
	Processes easy to follow	2
	Staff focus	2
	Community pride	1
	Enhance economic opportunities - employment	1
	Enhance social and cultural outcomes - inclusivity	1
	Good governance	1
	Improve Transport	1
	Improvement opportunity	1
	Leadership	1
	More activities/entertainment for the community	1
	Sustainable population growth and development - general	1
	Value staff	1

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Engagement question	Emerging theme	Frequency
Do you have any other thoughts you would like to share?	Greater communication and community engagement	11
	Good governance	10
	Positive sentiment	9
	Improve Transport	8
	Enhance economic opportunities - CBD	6
	Shorten, simplify and wordsmith	6
	Other	5
	Enhance economic opportunities - employment	4
	Greater environment and sustainability outcomes - Waste	4
	Greater environment and sustainability outcomes - Retain/Regenerate/Rehabilitate natural environment	3
	Greater environment and sustainability outcomes - Waterways	3
	Endorsement of vision	2
	Enhance social and cultural outcomes - services	2
	Enhance social and cultural outcomes - socio economic parity	2
	Enhance sporting and recreational outcomes	2
	Ensure the vision is achievable and achieved	2
	Negative sentiment	2
	Prioritise	2
	Enhance cultural heritage	1
	Enhance economic opportunities - tourism	1
	Enhance social and cultural outcomes - inclusivity	1
	Enhance social and cultural outcomes - community support	1
	Good infrastructure	1
	Greater ATSI contribution	1
	Greater environment and sustainability outcomes	1
	Improve measures	1
	Revitalisation of existing suburbs	1

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