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Council of Mayors (SEQ)

Update for Ipswich City Council

April 2022

Council of Mayors
South East Queensland

It's been a big 12 months!

Secured Brisbane 2032

- Estimated $4.6b+ economic benefit for QLD.
- Exposed SEQ to 78.6 billion people from 132 countries.
- Catalyst for significant investment in SEQ now and for the next decade.

Funding for SEQ's Waste Transition

- Worked with the State on the $2.1b funding package for waste and recycling.
- Finalising joint arrangements for a PMO that will oversee investment in SEQ

RPC Forum

- Supporting a more productive and strategic approach to Regional Planning with the State.

New partnerships

- Exploring new international economic and industry partnerships for SEQ (Olympics, AAM).

A Foundation City Deal for SEQ

On 21 March 2022 we secured foundation City Deal for SEQ kicking off a 20 year deal with $1.8b of investment across 31 projects and 11 LGAs.

SEQ City Deal
signed

A significant foundation package of investments, including:

- Effective waste management and recycling solutions

- Infrastructure and planning to support a productive freight, transport and logistics sector

- Growing SEQ's knowledge economy, technology assets and skills base

- Enabling productivity through digital infrastructure

- Supporting small business efficiency

- Encouraging sustainable development

- Enhancing access to housing

- Building green infrastructure to increase living standards and reduce urban heat islands

- Enhancing natural spaces within the urban environment.

We are thought leaders

Council of Mayors
South East Queensland

Why the Deal is important?

- Delivers a long term partnership across government driven by a governance framework that gives local government a seat at the table.

- Opportunities to leverage the SEQ City Deal to deliver better engagement, better planning and better funding outcomes.

- Consider opportunities to leverage this framework with your State and Federal MPs.

- Regional projects provide a strategic foundation. Deal Partners and Industry committed to growing investment.

Next Steps:
- Implementation Planning (by end of 2022) and early wins.

- CoMSEQ will confirm details of projects, engagements and funds once finalised and agreed through this process. Local projects led by Councils.

- Funding deeds will need to be agreed and signed off post federal election > working through process with State and Federal government partners.
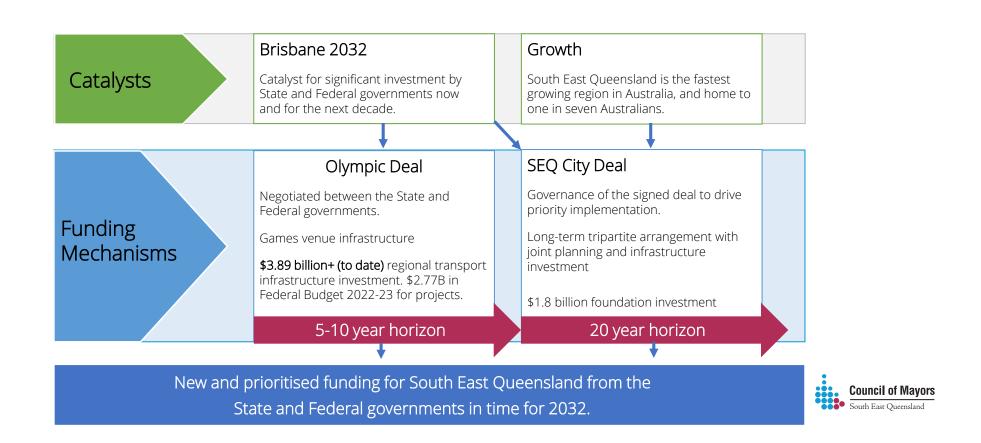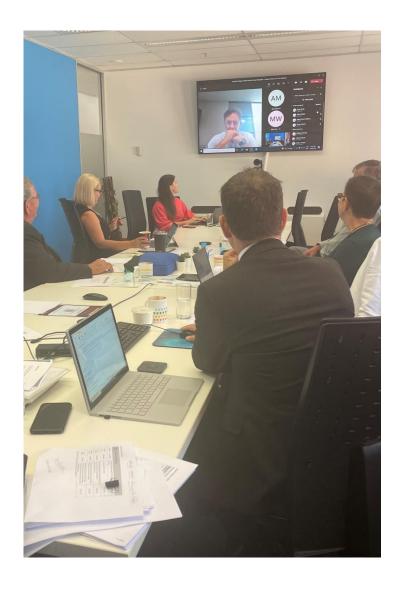
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South East Queensland

Ipswich

- **$10 million** ($500k ICC) towards Ipswich to Springfield Central Public Transport Corridor Options Analysis.

- **$18.18 million** ($3.64m ICC) SEQ Liveability Fund

- Key regional tripartite projects:
  - Planning for future region-shaping infrastructure
  - Regional Freight Movement Study
  - Smart Region Digital Plan

- Opportunity for the region to benefit from more than **$400m**:
  - $150 million SEQ Innovation Fund
  - $105 million Resource Recovery Infrastructure and Regional Waste Management Strategy
  - $40 million Local Digital Priority Projects
  - $30 million SEQ Rail Corridor Digital Connectivity

SEQCityDeal
Ipswich to Springfield Central Public Transport Corridor Options Analysis
Deal investment: $10M

SEQCityDeal
SEQ Innovation Economy Fund
Deal investment: $150M

SEQCityDeal
Planning for Future Region-Shaping Infrastructure
Deal investment: $5M

SEQCityDeal
Resource Recovery Infrastructure + Regional Waste Management Strategy
Deal investment: $105.5M

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What we're starting to see

Catalysts

Brisbane 2032

Catalyst for significant investment by State and Federal governments now and for the next decade.

Growth

South East Queensland is the fastest growing region in Australia, and home to one in seven Australians.

Funding Mechanisms

Olympic Deal

Negotiated between the State and Federal governments.

Games venue infrastructure

$3.89 billion+ (to date) regional transport infrastructure investment. $2.77B in Federal Budget 2022-23 for projects.

SEQ City Deal

Governance of the signed deal to drive priority implementation.

Long-term tripartite arrangement with joint planning and infrastructure investment

$1.8 billion foundation investment

5-10 year horizon

20 year horizon

New and prioritised funding for South East Queensland from the State and Federal governments in time for 2032.

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Federal Delegation

- Wednesday 9 & Thursday 10 February provided an opportunity to reinforce SEQ priorities with both major parties before the election

- Virtual meeting with 13 MPs including Prime Minister, Shadow Treasurer, Minister Fletcher and Shadow Minister King.

- Key discussions included:

  - Finalising and growing SEQ City Deal

  - Funding region's transport and freight networks

  - A role for Council in the 50:50 Olympic infrastructure deal

  - Investment towards environment, waterways and lifestyle.

- Positive feedback received from Government and Opposition MPs, acknowledging our long-standing regional unity, collaboration and advocacy.

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SEQ 2032 Legacy Working Group

- The Board endorsed formation of 2032 Legacy Working Group at November 2021 Board meeting and discussed Legacy opportunities at 2022 Strategy Day.

- Group met for first time on 18 March 2022. The working group will:

  - Identify, coordinate (potentially implement) regional legacy outcomes and projects to support them

  - Share learnings, experiences and identify opportunities for council-to-council collaboration

  - Opportunity to coordinate and consolidate feedback to the State/OCOG and communicate information back to Councils.

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The why – SEQ as a new model for delivering games
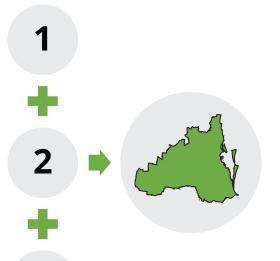
A Regional Proposal

The Brisbane 2032 proposal was founded on an attitude of embracing and celebrating regionality – it is the first time the games will embrace regionality as a key strength.

1

+

Aligned with Regional Legacy

Alignment with long-term regional legacy plans was a key proposition and deciding factor – 10+10 legacy concept.

2

+

Opportunity and Obligation

A regional approach sits at the foundation of the proposal – therefore we need to coordinate with other agencies to ensure our legacy plans are aligned with long term plans.
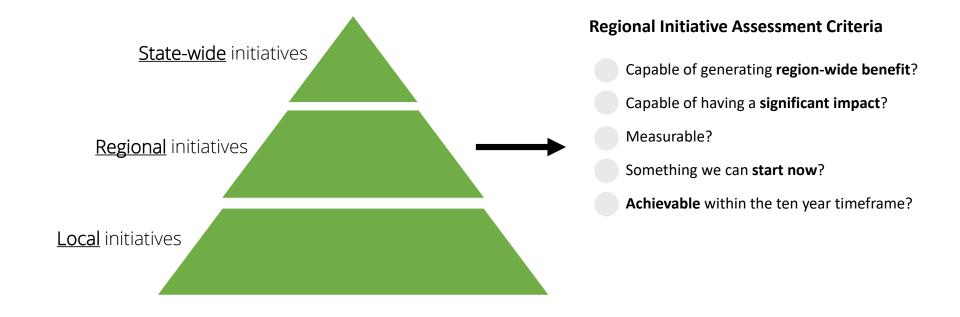
3

A Regional Games Model
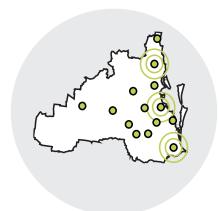
How do we become a model for future Games?

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Regional focus with a global agenda

State-wide initiatives

Regional initiatives

Local initiatives

Regional Initiative Assessment Criteria

Capable of generating **region-wide benefit**?

Capable of having a **significant impact**?

Measurable?

Something we can **start now**?

Achievable within the ten year timeframe?

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Draft 2032 Regional Legacy Opportunities

A CONNECTED REGION

+

AUSTRALIA'S MOST LIVEABLE REGION

+

A THRIVING REGIONAL ECONOMY

+

A GLOBAL IDENTITY

Seek global solutions to SEQ's regional transport challenges and investigate future solutions that maximise economic uplift.

Improve the region's access to digital infrastructure and support the rollout of next generation connectivity.

Maximise sporting participation outcomes across the region.

Host the most accessible games experience.

Protect and enhance our natural environment to ensure the region is showcased as an attractive place to live and visit.

Leverage the Games to attract opportunities for new and emerging industries

Maximise local procurement opportunities which support local business and jobs.

Build the capacity and capability of the region's labour and skills to respond to emerging opportunities.

Develop an international profile and build partnerships that support strategic trade and investment outcomes

Position SEQ as the preferred destination for pre-games training and major events.

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Regional Planning

Regional Planning Committee Update

- Working with the State to move to a partnership approach towards the RPC

    - Finalised a 12 month RPC meeting schedule with priority topics

    - 12 month plan has allowed for standing item at Board meetings to support a strategic and coordinated approach

    - Next RPC meeting scheduled for June 2022 – theme: Infrastructure and land use planning.

    - Goal: to secure support for a long-term State infrastructure plan for SEQ in partnership with Councils.

Community Planning Education Project

- The State has been progressing work in response to requests for greater investment in educating the community about planning. Key activities include:

    - online Data Dictionary called "Planning Terms Explained" aimed at the community

    - a supporting state-wide website with key information

    - supporting social media campaign that focuses on a "Did you know?" series

- COMSEQ continues to advocate for greater focus on a broader mass media education campaign.

community

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2022 Regional Flood Recovery Workshop

- First 2022 RPC meeting was postponed and transitioned to flood recovery focus, in response to March 2022 floods.
    - CoMSEQ coordinated strategic discussion with Councils and supported advocacy of regional priorities.
    - Key focus was strategic land use planning, improved infrastructure resilience, property resilience, education and awareness
    - Councils provided feedback and input to shape extraordinary flood funding submission to Federal Government.

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Regional Waste Management

- SEQ Waste Management Plan launched in November 2021.

- Minister Scanlon announced $500,000 commitment to establish joint Portfolio Management Office (PMO) with CoMSEQ to drive delivery of SEQ Waste Management Plan.

- CoMSEQ worked closely with the State on their $2.1 billion State funding package for waste and recycling announced in December 2021.

- The largest investment in waste management and recycling in Queensland's history.

- Additional $105m has been secured through the SEQ City Deal to secure Federal investment towards the waste plan.

Portfolio Management Office

- Work with Councils to develop business cases for new facilities and investment.

- Prepare and manage a Portfolio Plan that prioritises where, when and how the Plan will be delivered – MRF, Organics and Behaviour Change

- Facilitate Portfolio Plan implementation, working with Councils, Queensland Government, Commonwealth Government, industry proponents, the R&D sector and community.

- Report to a joint governance framework which oversees development and delivery of the Plan

- Prepare progress reports to the Minister, Deputy Premier and CoMSEQ Board

- Ensure early identification of emerging issues and risks for resolution and/or escalation.
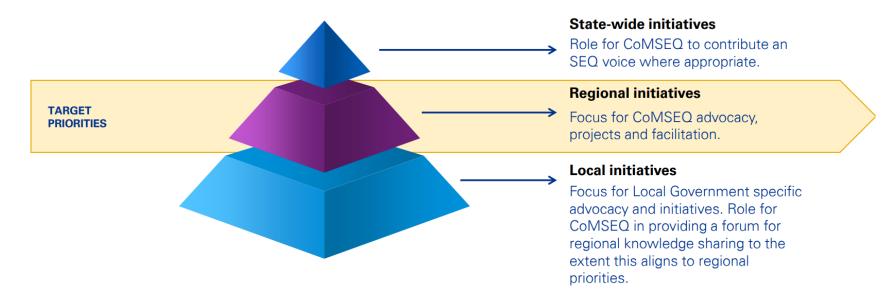
Next Steps:

- DES and CoMSEQ to appoint PMO firm, establish Portfolio Governance and recruit the Portfolio Director by end May 2022

- Aim to support submission to 2022-23 State Budget for Queensland Government

- Develop Portfolio Plan by end of September 2022

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Reviewing our focus

- Undertaken a review of CoMSEQ Strategic and Operational plans

- Independent feedback by CEOs, Mayors and other key staff

- Feedback has informed review of strategic focus and core regional priorities to inform work moving forward

- Small team with limited resources. Ensures our focus is pursuing regional level initiatives that will have greatest impact on the whole region and its community. This strategically supports Councils and their own advocacy.

TARGET PRIORITIES

State-wide initiatives
Role for CoMSEQ to contribute an SEQ voice where appropriate.

Regional initiatives
Focus for CoMSEQ advocacy, projects and facilitation.

Local initiatives
Focus for Local Government specific advocacy and initiatives. Role for CoMSEQ in providing a forum for regional knowledge sharing to the extent this aligns to regional priorities.

Reviewing our focus

CATALYSTS — *Trigger the need for a coordinated response / action across a range of opportunities*

2032 Olympics
Coordination, collaboration & focus on regional scale benefits and legacy.

Growth Management
Regional demographic change placing pressure on land use & infrastructure.

NOMINATED PRIORITIES — *Consistently identified across Councils as critical and should be central to CoMSEQ's Strategic Plan.*

Connectivity
Prioritisation and investment in both transport and digital infrastructure.

Waste / Circular Economy
Strategy implementation and delivery through self-sustaining governance.

Water Security / Environment
Advocacy for investment in water security infrastructure and resilient rivers program.

Workforce & Economic Enablement
Training and skills consistently identified as a regional challenge, though role of CoMSEQ unclear.

Regional Planning
Establish a regional position on key regional plan and land use planning issues ahead of State engagement.

Regional Proposition
Build SEQ's regional proposition and brand to support strategic partnerships enabling trade, investment and economic opportunities.

DELIVERY MECHANISMS — *Provide avenues to support the delivery of nominated priorities,*

SEQ City Deal
Utilising the governance of a signed deal to drive priority implementation.

Other CoMSEQ Mechanisms
Advocacy, projects, partnerships and promotion initiatives.

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South East Queensland

How we influence these priorities

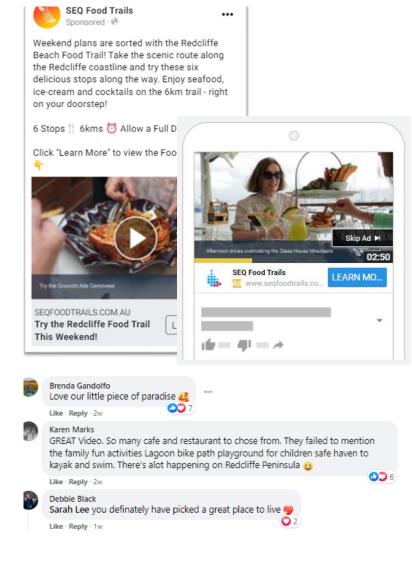| PROJECT MANAGEMENT	ADVOCACY	COLLABORATION	PROMOTION
Leadership on the scoping and management of the delivery of key regional projects that align to CoMSEQ's regional priorities.	Structured engagement with the State and Commonwealth Government as well as other industry peak bodies to advance CoMSEQ's regional priorities.	Facilitation of forums for Mayors, Councillors and key bureaucrats to connect and discuss matters relevant to the advancement of CoMSEQ's regional priorities.	Engagement with the private sector locally and beyond the region to promote the region's brand and opportunities aligned with CoMSEQ's regional priorities.

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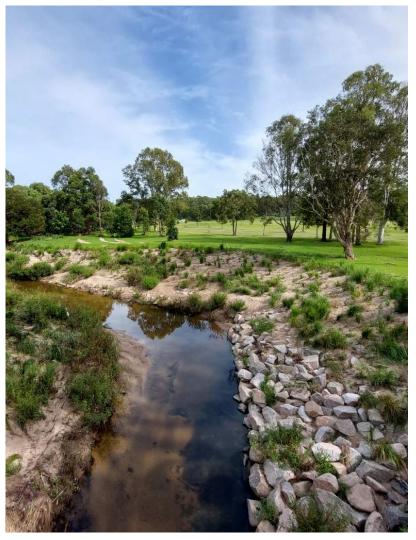
SEQ Food Trails

- Four new trails were launched between Nov 2021 and Feb 2022, featuring **42 business** across the Somerset, Moreton Bay and Toowoomba regions.

- Additionally, Moreton Bay, Somerset and Toowoomba each invested in the creation of high quality videos and photography to launch the new trails, with CoMSEQ contributing towards social media advertising to support the trail launch.

- The advertising campaigns collectively achieved nearly **2 million impressions** across Facebook, Instagram and Youtube.

- Overall website recorded **81,100 page views** and attracted over **25,000 new visitors**.

- Mayors have acknowledged this is not core business of CoMSEQ and have requested opportunities are investigated to transition the platform to regional tourism organisations.

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Resilient Rivers Initiative (RRI)

- Hosted networking and collaboration session for 20+ region's waterway, environment and catchment officers in late 2021 to learn what each Council is doing and identify opportunities on future initiatives.

- Attended Healthy Land and Water annual conference in late November 2021 to continue our partnership and collaboration with HL&W on various key catchment projects associated with RRI.

- $40 million in additional funding secured through SEQ City Deal.

- RRI Catchment Management Officer Anna Shera overseeing project sites within the Bremer catchment.

  - 17 landholders attended Upper Bremer River Rural Partnerships program event on 18 January to learn more about RRI program.

  - Scheduled to attend Healthy Land and Water community day at Hidden Vale Wildlife Centre on erosion repair and pasture management in late-March 2022, but postponed due to floods.

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Looking ahead

- SEQ City Deal implementation phase with Partners

- Establishment of PMO to deliver SEQ Waste Plan.

- Friday 29 April 2022 Board meeting (Continue to provide eDM updates for Councils).

- Local Government Forum planned for Friday 22 July 2022 – themed 'The Countdown Has Begun'. Thanks to everyone who attended the last forum in November 2021

- State & Federal Delegations in August and October

- International Mission, North America November 2022.

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Thank you & questions?

Pre-workshop Quiz

Please complete the Quiz
https://sloanreview.mit.edu/article/quiz-strategic-priorities-the-good-the-bad-and-the-ugly/ to assess the difference between the good, the bad and the ugly when it comes to strategic priorities. We will then discuss the quiz and how we can ensure we have good strategic priorities set for council.

Workshop content

Strategy Development Centre of Excellence Project - The purpose of the workshop is to go through the process of transitioning a future aspiration to action through the development of Strategy and supporting Implementation Programmes

Desired outcomes from today:

- Feedback on the proposed process
- Confirmation on how you will be involved throughout
- Expression of interest in USQ training

Collaboration Focus

UNIVERSITY OF SOUTHERN QUEENSLAND

1. **Strategic Decisions**
   - How to make decisions strategically
   - Processes and theories
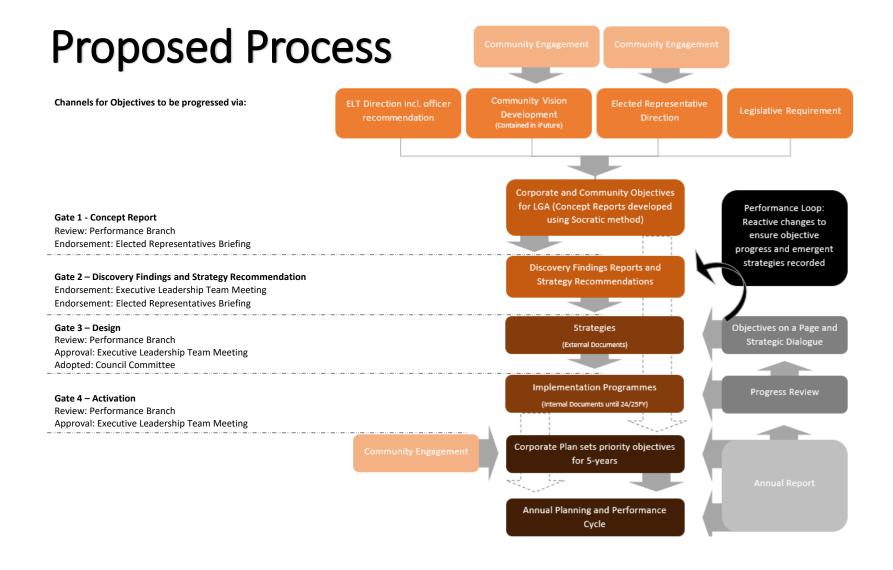   - The concept of rationality
   - Heuristic and biases
   - Strategy as choice
   - Rational decision making
   - Personal reflection on heuristics and biases in the organisation and personally held
   - Case study "Between a rock and a hard place"

2. **Strategic Analysis**
   - Problem typologies
   - Problem solving methodologies
   - Agile and design thinking
   - Strategic analysis tools
   - Stakeholder engagement
   - Simple, complex and wicked problems
   - The Cynefin Framework
   - Socratic methods
   - How effective is internal and external engagement
   - Effectiveness and improvement

3. **Strategic Planning**
   - Developing strategy
   - Strategic priorities
   - Good and bad strategy
   - Strategy checklists
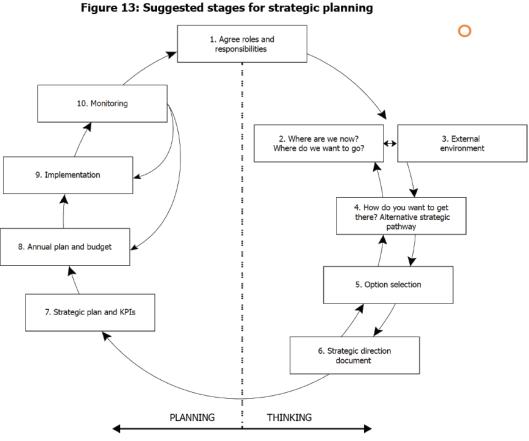   - Managing strategy development
   - MIT quiz – can you identify good strategic objectives?
   - Compare the process presented with proposed process
   - Strategic culture
   - Transformation
   - Communication strategy
   - Strategic Planning Assessment

Proposed Process

Channels for Objectives to be progressed via:

Community Engagement

Community Engagement

ELT Direction incl. officer recommendation

Community Vision Development
(Contained in iFuture)

Elected Representative Direction

Legislative Requirement

Corporate and Community Objectives for LGA (Concept Reports developed using Socratic method)

Performance Loop: Reactive changes to ensure objective progress and emergent strategies recorded

Gate 1 - Concept Report
Review: Performance Branch
Endorsement: Elected Representatives Briefing

Discovery Findings Reports and Strategy Recommendations

Gate 2 – Discovery Findings and Strategy Recommendation
Endorsement: Executive Leadership Team Meeting
Endorsement: Elected Representatives Briefing

Objectives on a Page and Strategic Dialogue

Gate 3 – Design
Review: Performance Branch
Approval: Executive Leadership Team Meeting
Adopted: Council Committee

Strategies
(External Documents)

Progress Review

Gate 4 – Activation
Review: Performance Branch
Approval: Executive Leadership Team Meeting

Implementation Programmes
(Internal Documents until 24/25FY)

Community Engagement

Corporate Plan sets priority objectives for 5-years

Annual Report

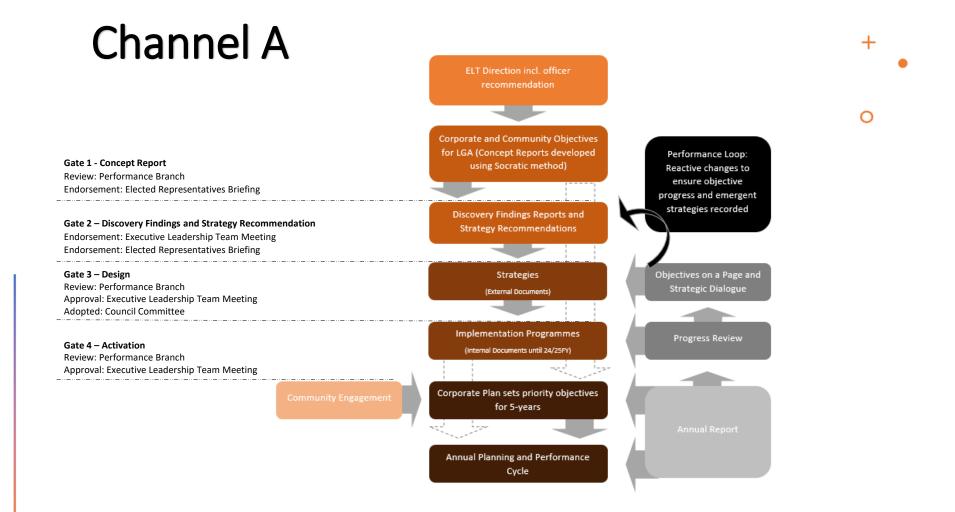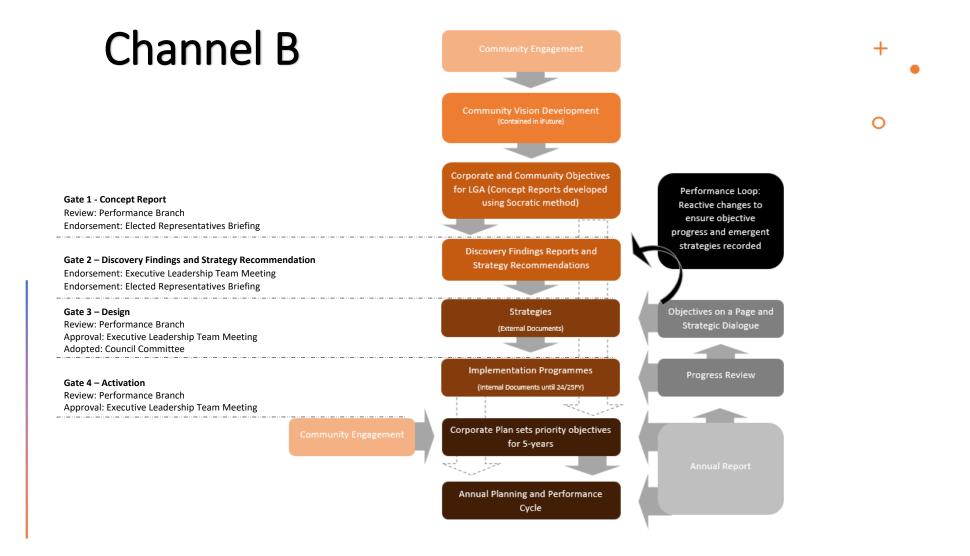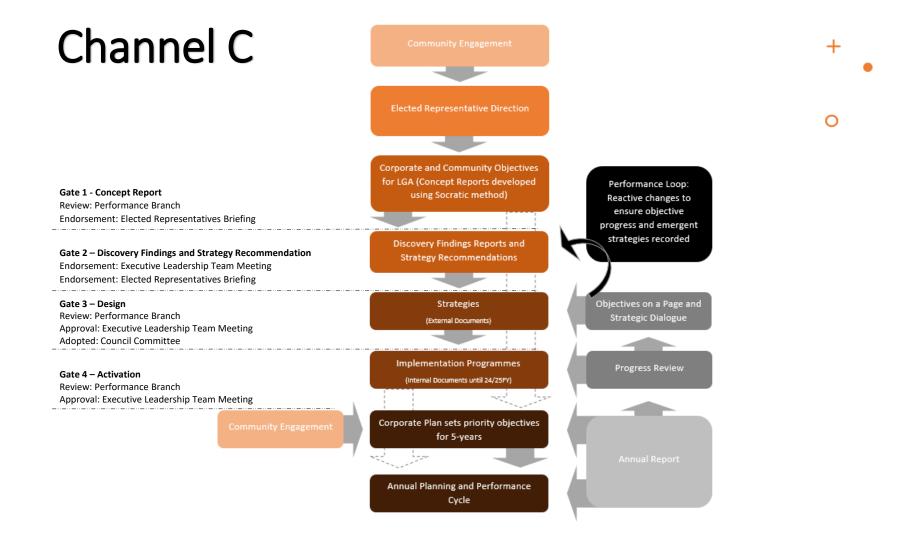Annual Planning and Performance Cycle

Company Directors Course content

Thinking – Reflective of process presented

Planning – Corporate Plan (7)/ Annual Planning and Performance cycle
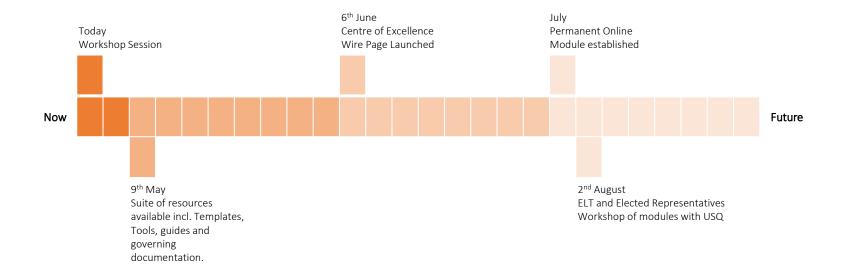
Figure 13: Suggested stages for strategic planning

Channel A

Gate 1 - Concept Report
Review: Performance Branch
Endorsement: Elected Representatives Briefing

Gate 2 – Discovery Findings and Strategy Recommendation
Endorsement: Executive Leadership Team Meeting
Endorsement: Elected Representatives Briefing

Gate 3 – Design
Review: Performance Branch
Approval: Executive Leadership Team Meeting
Adopted: Council Committee

Gate 4 – Activation
Review: Performance Branch
Approval: Executive Leadership Team Meeting

ELT Direction incl. officer recommendation

Corporate and Community Objectives for LGA (Concept Reports developed using Socratic method)

Discovery Findings Reports and Strategy Recommendations

Strategies
(External Documents)

Implementation Programmes
(Internal Documents until 24/25FY)

Community Engagement

Corporate Plan sets priority objectives for 5-years

Annual Planning and Performance Cycle

Performance Loop:
Reactive changes to ensure objective progress and emergent strategies recorded

Objectives on a Page and Strategic Dialogue

Progress Review

Annual Report

Channel B

Community Engagement

Community Vision Development
(Contained in iFuture)

Corporate and Community Objectives for LGA (Concept Reports developed using Socratic method)

Performance Loop: Reactive changes to ensure objective progress and emergent strategies recorded

Gate 1 - Concept Report
Review: Performance Branch
Endorsement: Elected Representatives Briefing

Discovery Findings Reports and Strategy Recommendations

Gate 2 – Discovery Findings and Strategy Recommendation
Endorsement: Executive Leadership Team Meeting
Endorsement: Elected Representatives Briefing

Gate 3 – Design
Review: Performance Branch
Approval: Executive Leadership Team Meeting
Adopted: Council Committee

Strategies
(External Documents)

Objectives on a Page and Strategic Dialogue

Gate 4 – Activation
Review: Performance Branch
Approval: Executive Leadership Team Meeting

Implementation Programmes
(Internal Documents until 24/25FY)

Progress Review

Community Engagement

Corporate Plan sets priority objectives for 5-years

Annual Report

Annual Planning and Performance Cycle

Channel C

Community Engagement

Elected Representative Direction

Corporate and Community Objectives for LGA (Concept Reports developed using Socratic method)

Gate 1 - Concept Report
Review: Performance Branch
Endorsement: Elected Representatives Briefing

Discovery Findings Reports and Strategy Recommendations

Gate 2 – Discovery Findings and Strategy Recommendation
Endorsement: Executive Leadership Team Meeting
Endorsement: Elected Representatives Briefing

Gate 3 – Design
Review: Performance Branch
Approval: Executive Leadership Team Meeting
Adopted: Council Committee

Strategies
(External Documents)

Gate 4 – Activation
Review: Performance Branch
Approval: Executive Leadership Team Meeting

Implementation Programmes
(Internal Documents until 24/25FY)

Community Engagement

Corporate Plan sets priority objectives for 5-years

Annual Planning and Performance Cycle

Performance Loop: Reactive changes to ensure objective progress and emergent strategies recorded

Objectives on a Page and Strategic Dialogue

Progress Review

Annual Report

Channel D

Gate 1 - Concept Report
Review: Performance Branch
Endorsement: Elected Representatives Briefing

Gate 2 – Discovery Findings and Strategy Recommendation
Endorsement: Executive Leadership Team Meeting
Endorsement: Elected Representatives Briefing

Gate 3 – Design
Review: Performance Branch
Approval: Executive Leadership Team Meeting
Adopted: Council Committee

Gate 4 – Activation
Review: Performance Branch
Approval: Executive Leadership Team Meeting

Legislative Requirement

Corporate and Community Objectives for LGA (Concept Reports developed using Socratic method)

Discovery Findings Reports and Strategy Recommendations

Strategies
(External Documents)

Implementation Programmes
(Internal Documents until 24/25FY)

Community Engagement

Corporate Plan sets priority objectives for 5-years

Annual Planning and Performance Cycle

Performance Loop: Reactive changes to ensure objective progress and emergent strategies recorded

Objectives on a Page and Strategic Dialogue

Progress Review

Annual Report

Next Steps

Today
Workshop Session

6th June
Centre of Excellence
Wire Page Launched

July
Permanent Online
Module established

Now

Future

9th May
Suite of resources
available incl. Templates,
Tools, guides and
governing
documentation.

2nd August
ELT and Elected Representatives
Workshop of modules with USQ

Roadmap

Document	21/22 (Current)	22/23	23/24	24/25	25/26	26/27
Corporate and Community Objectives	Undefined, Process being determined for how they are determined and progressed, outcomes listed in iFuture	To be clarified through Community Vison Data and ad hoc channels	Documented and clear with supporting strategies being progressed

Community Vision checked | Documented and clear with supporting strategies. Implementation Programmes being progressed | Documented and clear with supporting strategies and Implementation Programmes | Review and improve |
| Strategy | Processes and resources being developed including a training package via USQ. Performance Branch providing support/guidance to Strategy Developers through advisory Group establishment. | Mentor authors of existing strategies to review and adapt to new template

Gap analysis of objectives vs existing strategies | Strategies reviewed annually

Strategies developed as per documented objectives prioritising Community Vision Data | Strategies developed as per documented objectives

Report cards developed | Review and improve | Review and improve |
| Implementation Program | Endorsed resources being developed including how to progress identification of dependencies | Existing Action Plans (and similar) reviewed and adapted to meet new IP template | IPs reviewed annually

Other IPs developed as per need | IPs reviewed annually

Other IPs developed as per need | Only Projects listed in IPs are integrated in new Corporate Plan development process | All IPs align to objectives redundant IPs retired |
Corporate Plan – the why	iFuture	iFuture reviewed and priority objectives set to be adopted June 2023	Updated iFuture commenced	New plan project initiated	New Plan to be finalised	New Corporate Plan commences and sets the 5-year priorities based on documented objectives
Prioritisation List	Developed via ad hoc proposed project initiation process and ELT discussions on trade-offs	Developed via ad hoc proposed project initiation process and ELT discussions on trade-offs	Developed via ad hoc proposed project initiation process and corporate plan trade-offs	Developed via ad hoc proposed project initiation process and corporate plan trade-offs	Developed via implementation programs and corporate plan trade-offs	Review and improve
Annual Plan – the what	Includes projects committed to in prioritisation list and high-level service categories	Includes projects committed to in prioritisation list and high-level service categories	Beginning of relationship between project list and service levels	Details all projects and services	Review and improve	Review and improve
Business Plans (BPs) – the how	Simple template available for those who choose to complete one. No integration. Training on importance of planning rolled out in Inspiring Leaders module 3.	Simple template continued. With codesign of template to ensure WoC needs are considered.	Optional - An endorsed enterprise Business Plan template will be made available and BMs will be mentored through it's completion. Integration into other processes will be highlighted. This BP will focus on current year activities, but begin to consider future planning concepts. This stage will begin to link the Business Plan with the Budget Development.	Compulsory - A robust enterprise Business Plan with current projects and future planning is developed by all BMs with assistance from Performance Branch. Information contained in this plan will be developed in line with the 25/26 Annual Plan and budget build and be integrated into other council processes such as performance management.	Compulsory - The development of this plan will be informed by the development of the next Corporate Plan 2026-31.	Review and Improve process
Individual Plans – the who						

Strategy Development Advisory Group Membership

Section	Name	Role	Department
Integrated Planning & Reporting	Candice Johns	Chair and Project Lead	CP
Environment and Sustainability	Darryl Porche	Member	IED
Environment and Sustainability	Phil Smith	Member	IED
Infrastructure and Environment	Berto Santana	Member	IED
Infrastructure and Environment	Hoy Sung Yau	Member	IED
Infrastructure and Environment	Mark Bastin	Member	IED
Corporate Governance	Angi Harms	Member	CS
People and Culture	Talia Love-Linay	Member	CS
Infrastructure Strategy	Grant Sorenson	Member	IED
Enterprise Project Management Office	Anna Payne	Member	CP
Environment and Sustainability	Matthew Pinder	Member	IED
Community and Cultural Services	Marnie Orr	Member	CCED
Coordination and Performance	Barbara Dart	Project Sponsor	CP

Term	Definition	Similar Terms
Action/s	The act or process of doing something, typically to achieve an outcome.	Deliverable, Activities
Action Plan	"See Implementation Programme"	
Activities	"See Actions"	
Administrative Directive	An internal document endorsed by the Chief Executive Officer (CEO), that directs the implementation of the day-to-day internal administration and operation of Council.	
Advisory Group	A group established to make recommendations on a topic	
Advocacy	The process of influencing those who hold governmental, political, or economic authority, including influencing those who implement public policies, resources, and projects to the benefit of any specific affected or interest population within the City of Ipswich and adjacent councils.	Support
Aims	"See Goal"	
Annual Plan	The Annual Plan is a yearly view of how council is committing its resources in achieving the vision of the Local Government Area and moving towards corporate objective. It consolidates the legislatively required elements of the Operational Plan, and Budget, together with the Annual Capital Works Program into one document	
Annual Report	A detailed account of the progress made (during a particular fiscal year) towards outcomes pertaining to a council plan.	
Assets	There are two types of assets portable and fixed; these are owned, maintained and/or controlled by council enabling a service to be provided to our community. The main portable asset classes include Computers, IT equipment, stationary, Safety and Emergency equipment. The main fixed asset classes include Roads and Transportation, Parks and Recreation, Drainage and Flood Mitigation, Buildings and Facilities, Fleet Management and Waste and Resource Management.	
Baseline	A fixed reference point of previous or current performance levels used as a comparison or control to provide a base for assessing progress or delivering a service	Benchmark, Standard
Benchmark	"See Baseline"	
Benefit/s	Quantified positive consequence/s arising from carrying out an activity. Benefits may be financial or nonfinancial (e.g., efficiency gains or service improvement).	Value
Budget	Identifies planned expenditure and revenue for a financial year and is approved by the Mayor and Councillors. The annual budget is included in the Annual Plan and each business area is responsible for managing their spending in accordance with the commitments made in their plans.	
Business as usual "BAU"	"See Core Service Activities"	
Business Case	A document that communicates the proposed project outcomes and outputs. It outlines the expected benefit or value to council and the expected cost, risk, and resource impacts to	Project Brief

Term	Definition	Similar Terms
	council to develop and implement the project. Used for Complex Projects.	
Business Plan	A scalable document that can be implemented at department, branch, section, or team level. The objective of the document is to outline the projects and services that have been committed to in the Annual Plan to a more detailed level. This plan is essential in connecting an individual's plan to the Annual Plan. Business Plans may also include legislate plans that guide an area of work.	
Business Strategy	"See Corporate Plan"	
Capital Works Program	An annual and 3-year program of activities, in the Annual Plan, 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 delivery of buildings, roads and bridges, structures, parks, and natural areas.	
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) to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit.	
Committee	A formal structure in which membership is comprised of people who are acting in an official decision-making capacity on behalf of council	
Community	Includes Ipswich's residents, ratepayers, businesses, investors, visitors, and tourists.	
Community Engagement	A process by which community and council work together to facilitate community input into council decision-making.	
Community Vision	Long term goals and aspirations developed through consultation with the community. While council has a custodial role in initiating, preparing, and maintaining the Community Vision on behalf of the Local Government Area, it is not sole responsible for its implementation. Other partners, such as state agencies, community groups and residents are also engaged in delivery.	vision
Core Service Activities	Those activities which are undertaken as a per council's commitment to the community through the Annual Plan. These items including service levels are detailed in council's services catalogue.	BAU
Corporate Values	Council adheres to five corporate values – Collaboration, Communication, Integrity, Efficiency, and Leadership.	
Corporate Plan	A working document outlining council's five-year priority objectives. It should outline performance measures and targets for monitoring progress in achieving the outcomes of the strategic priorities.	IFuture, Business Strategy

Term	Definition	Similar Terms
Catalyst Project	Projects that progress the strategic direction of council over the five-year period of the corporate plan and are committed to through the planning cycle.	
Deliverable	"See Output"	Output
Enterprise	A business or company approach	Company, Entity
Framework	An artefact that explains interrelationships to provide a holistic overview of a strategic deliverable.	
Funding Guideline	Grant Revenue guidelines, published by funding partners, that provide general conditions and expectations around the management of a grant project delivery.	Grant Guidelines
Goal	A broad statement of the desired end point; what you are trying to achieve in general terms.	Objective, Aim
Governance	The system by which council directs and controls processes. It is concerned with decision making, accountability, control, and behaviour. It is transparent and demonstrates to the community council's decision making, is controlled, managed, directed, and reviewed.	
Guideline	Guidelines are less prescriptive documents that help the user determine an appropriate course of action to resolve a particular issue/problem or need. They help to improve the quality and consistency of how implementation is approached across council while remaining flexible to varying circumstances. These can be internal or external facing documents.	
iFuture	Council's current Corporate Plan including Community Vision Expiry: 25/26 fiscal year	
Implementation Programme	A group of projects that together progress an objective of council detailed in a Strategy. An implementation programme should accompany a Strategy and detail how the Strategy will be put into action via a list of projects and their dependencies that are grounded in research and backed by evidence.	Action Plan
Individual Plan	Employees' individual plans link the objectives in business plans to more granular actions aligned with responsibilities outlined in the employee position description. The plan clarifies how each employee contributes to the overall vision of the organisation.	
Key Performance Indicator (KPI)	"See Performance Measure"	
Level of Service	The defined service delivery for a particular activity, against which service performance may be measured. Service levels relate to quality, quantity, reliability, responsiveness, environmental acceptability, and cost. Levels of services are listed in council's services catalogue and business plans.	
Mission	A Statement about what you do and for whom	Purpose
Objective	An objective is like a goal in describing what you are trying to achieve. Objectives support the achievement of each goal and are measurable, tangible, and specific. A series of objectives could be framed for each goal.	Goal

Term	Definition	Similar Terms
Operational Plan	A section of the Annual Plan which sets projects and actions that will be undertaken in a fiscal year period.	
Outcome	The effect, impact, result on, or consequence for residents, community, environment, or organisations of the successful implementation of strategies, services, projects, or activities.	
Output	Any specific element produced because of deliberate work undertaken. Outputs are the specific, tangible things produced that enable the project objectives to be achieved.	"Deliverable"
Performance Measure	A quantifiable indicator that provides objective evidence to assess the degree to which the organisation/team/person is achieve its desired capacity, process, or outcome over time.	Metric, Key Performance Indicator (KPI)
Plan	A document that outlines the intended commitment of Council resources, human, financial or otherwise to a portfolio, programme, core service or project. Within the context of business planning, performance, and reporting there are only five types of plans at Council these being Corporate, Annual, Business, Project and Individual.	
Policy	Council's strategic position/viewpoint which assists decision-making on matters that often impact on, and are of concern to, the community. Statutory policies are a requirement of legislation and ensure compliance with statutory obligations.	
Portfolio	A collection of programmes, projects and activities that are centrally coordinated to achieve a set of strategic goals.	
Procedure	A procedure details a series of steps or processes that define the how, when and who is required to perform a function under council's policy or administrative directives. Procedures are, in most cases, internal documents.	
Process maps	Process maps provide a high-level visual overview of workflow processes providing clarity of steps, roles, and responsibilities. They are clearly articulated procedural steps for processes.	
Programme	A Programme is a related group of core business and/or projects provided to the city e.g., the Waste Management Programme includes waste collection, waste disposal, waste recycling and city cleaning services e.g., P&C Strategy Programme is delivering 18 related projects with the intention of improving P&C services, standards, and operations	
Project	A project is a temporary endeavour for a team that is undertaken to create a unique product, service, or result. Projects are a defined workload that have a clear start and finish, are non-repetitive and provide unique deliverables. Once completed a project's outcomes or objectives may become a part or have an impact on Council's Core Services.	
Project Brief	A document that communicates the proposed project outcomes and outputs. It outlines the expected benefit or value to council and the expected cost, risk, and resource impacts to council to develop and implement the project. Used for Simple and Normal Projects.	Business Case

Term	Definition	Similar Terms
Purpose	A statement that provides the reason or reasons you exist; it is about why. Council's Purpose statement is: "Together we proudly enhance the quality of life for our community."	Mission
Quarterly Report	Section 174 of the *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of the local government's progress towards implementing the annual Operational Plan at meetings of the local government held at regular intervals of not more than three months. Council meets this requirement through the preparation of a Quarterly Corporate Performance Report, which provides substantive evidence for council and the community of progress in delivering on the annual Operational Plan each quarter.	
Regionally Significant Project	Those projects considered to be positively transformational to the region, acting as a catalyst for economic development, employment opportunities, social cohesion, and liveability.	
Resource	These are the human and non-human inputs required during the execution of an activity or project. These include persons (individually or on crews), disciplines, equipment and machinery, services, finance, and material.	
Scripting	An artefact that provides information and answers questions on a council project or service. It can be accessed by all staff to source information and to direct queries to the correct area. It is also used to brief council's customer service staff on key features or changes to council strategy, policy, or services. Having scripting ensures consistent messaging for all potential enquiries.	
Services Catalogue	The Services Catalogue lists all categories of current services including externally funded services. It details the responsible business area, what the service provides, how it is initiated, the statutory obligation, level of service, audience, and strategic alignment of each service. It includes legislated and discretionary services that are undertaken by council areas.	
Standard	"See baseline"	
Strategic Planning	The overarching continuous and systematic process council undertakes to identify future outcomes and how these outcomes will be achieved, and their success measured. This function is explained in detail through the Integrated Planning and Reporting Framework.	
Strategy	A corporate document that sets out council's strategic approach and explains the rationale and underlying thinking for decision making. A strategy captures the following elements for council: where we are, where we are going, how we will get there, how we will know when we get there and if there are any hard deadlines along the way. Strategy and Implementation Programmes are how council will achieve goals and objectives and assist in the decision-making process for the allocation of resources to succeed. A strategy is unfunded and considered an	Business Strategy

Term	Definition	Similar Terms
	informing document for the development of the corporate plan.	
Vision	The strategic direction and long-term outcome council is moving towards as an organisation. There is alignment between the organisations vison and the community vision detailed in the Corporate Plan.	Community Vision
Working Group	A group established to take actions and progress outcomes	

Strategy Development
Administrative Directive

Collaboration   Communication   Integrity   Efficiency   Leadership

Version Control and Objective ID	Version No:	Objective ID:
Administrative Directive Owner	The General Manager - Coordination and Performance is the directive owner and the Performance Manager is responsible for authoring and reviewing this directive.	
Approved by CEO on		
Date of Review		

1. **Statement**

   Council employees who are responsible for strategy design are required to develop them consistently in accordance with the approved organisation standard. The Performance branch will maintain a suite of supporting resources that staff may use to assist them in the development of Strategies and their associated Implementation Programs.

2. **Purpose and Principles**

   This administrative directive outlines the channels through which strategy can be initiated and the mandatory and optional criteria needed to be met to warrant the development of a strategy.

   A strategy is a method chosen to achieve a goal or solution to a problem. The Corporate Plan, on the other hand, is council's 5-year view of progressing our community vision and delivering benefits that customers expect. Strategies are developed as corporate documents capturing the following elements for council: where we are, where we are going, how we will get there, how we will know when we get there and highlight if there are any hard deadlines along the way. Strategies and Implementation Programs are essential informing documents in the development of our Corporate Plan ensuring resources and existing capabilities are used efficiently to achieve relevant objectives.

   Having a suite of evidence-based resources enables cohesive planning and decision making throughout the organisation, advancing common objectives. The absence of such artefacts, impede appropriate decision-making, resulting in different departments pursuing individual trajectories, diverting resources away from the common goal. The strategic alignment process must start at the top level of the organisation and "cascade" down, unifying direction for units and functions, teams, and ultimately individuals.

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IPSWICH CITY COUNCIL | Name of Administrative Directive

3. Strategic Plan Links

This administrative directive aligns with the following iFuture 2021-2026 Corporate Plan theme/s:
- A Trusted and Leading Organisation

4. Regulatory Authority

This directive is underpinned by the principles within the *Local Government Act 2009* and *Public Sector Ethics Act 1994* including:
- transparent decision-making in the public interest
- good governance, of and by the local government.

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this administrative directive. When applying this administrative directive, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. Scope

This administrative directive applies to officers developing strategy regardless of their department or function. It does not apply to the Corporate Plan or working plans that may cascade from a strategy.

7. Roles and Responsibilities

General, Branch/Section Managers	To understand roles and responsibilities with regard to developing strategy and provide support to the implementation of this directive.
Staff developing strategy/strategy designers	All staff are responsible for ensuring their own compliance with this directive and providing feedback to allow for continuous improvement. Staff developing strategy must complete the Strategy Development training hosted through USQ and are responsible for this process Ensuring all areas across council who may be a stakeholder in the strategy are include from initiation Monitoring performance ensuring it is responsive to changes in environment and that the projects implementing the strategy are in fact having an impact towards the objective the strategy was developed to progress
Performance Branch	The Performance Branch are responsible for the development and maintenance of appropriate supporting resources for strategy development. The Performance Branch will: • provide coaching, mentoring and promote good practice of strategy development across council • develop and continuously improve strategy development procedures, processes, templates, and tools

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IPSWICH CITY COUNCIL | Name of Administrative Directive

	• provide support to strategy designers throughout the strategy development (initiating, discovery, design, implementation, and tune-up/review) • Maintain relationship with USQ and continuous improvements of training • provide guidance on governance, documentation, and reporting.
Project Manager	Project Managers responsible for delivering a project derived from a strategy are responsible for conveying results to the lead branch responsible for the Strategy progression

8. **Key Stakeholders**

    • This administrative directive was developed in consultation with the Strategy Development Advisory (SDA) Group. The group's membership was established through an EOI to staff who are responsible for developing a Strategy as part of their role i.e., taking carriage (or have high level involvement) of the strategy from inception to approval at Committee/Council.

9. **Approved channels for strategy initiation:**

    • Legislative Requirement
    • Executive Leadership Team direction (can be from officer recommendations)
    • Direction from Council
    • Community Vision Development

10. **Mandatory criteria for strategy need:**

    • Aligns with the purpose statement
    • Progresses council's objectives/purpose
    • Sets a new direction or Re-affirms Councils direction

11. **Optional criteria for strategy need:**

    • Impact across the city or whole of council
    • Requires cooperation of other levels of governments or external stakeholders
    • Requires coordination of council departments

12. **Monitoring and Evaluation**

    The successful implementation and effectiveness of this administrative directive will be monitored by the Performance Branch and determined by the following measures:

    - 100% of strategies are designed using the approved organisation standard
    - 100% of strategies have supporting implementation programs
    - Corporate/Annual Plan project assessment of projects deriving from Implementation Programs

13. **Definitions**

    See Common Language Document

14. **Related Documents**

    Strategy Development Procedure

Strategy and Implementation Program Development Procedure

Collaboration   Communication   Integrity   Efficiency   Leadership

Version Control and Objective ID	Version No:	Objective ID:
Name of parent Policy / Directive	Strategy Development Administrative Directive	
Procedure Owner	The Performance Branch Manager is responsible for authoring and reviewing this procedure.	
Approved by GM on		
Date of Review		

1.   Background

A strategy is a method chosen to achieve a goal or solution to a problem. The Corporate Plan, on the other hand, is council's 5-year view of progressing our community vision and delivering benefits that customers expect. Strategies are developed as corporate documents capturing the following elements for council: where we are, where we are going, how we will get there, how we will know when we get there and highlight if there are any hard deadlines along the way. Strategies and Implementation Programs are essential informing documents in the development of our Corporate Plan ensuring resources and existing capabilities are used efficiently to achieve relevant objectives.

Having a suite of evidence-based resources enables cohesive planning and decision making throughout the organisation, advancing common objectives. The absence of such artefacts, impede appropriate decision-making, resulting in different departments pursuing individual trajectories, diverting resources away from the common goal. The strategic alignment process must start at the top level of the organisation and "cascade" down, unifying direction for units and functions, teams, and ultimately individuals.

Implementation programs:
- Translate vision into operational and quantifiable measurements.
- Reduce a strategy to its critical success factors.
- Identify and align the action steps needed to accomplish strategic goals.
- Establish a clear link between strategy and functional tasks.
- Compare actual performance to planned performance so that corrective actions can be taken

2.   Purpose

This procedure outlines the process for the development of strategies and their corresponding implementation program.

3.   Regulatory Authority

This directive is underpinned by the principles within the *Local Government Act 2009* and Pu*blic Sector Ethics Act 1994* including:

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IPSWICH CITY COUNCIL | Strategy and Implementation Program Development

- transparent decision-making in the public interest
- good governance, of and by the local government.

4. **Human Rights Commitment**

Council has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this procedure. When applying this procedure, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

5. **Roles and Responsibilities**

Elected Representatives	Ensuring the Communities Objectives for the future of the Local Government Area are considered in strategy development and progressed through councils 5-year planning cycle
Executive Leadership Team	Ensuring the Corporate Objectives for the future of the Organisation are considered in strategy development and progressed through councils 5-year planning cycle

All objectives are progress in a consistent manner and meet the criteria outlined in the Administrative Directive |
| General, Branch/Section Managers | To understand roles and responsibilities with regard to developing strategy and provide support to the implementation of this procedure. |
| Staff developing strategy/strategy designers | All staff are responsible for ensuring their own compliance with this procedure and providing feedback to allow for continuous improvement.

Staff developing strategy must complete the Strategy Development training hosted through USQ and are responsible for this process

Ensuring all areas across council who may be a stakeholder in the strategy are include from initiation

Monitoring performance ensuring it is responsive to changes in environment and that the projects implementing the strategy are in fact having an impact towards the objective the strategy was developed to progress |
| Performance Branch | The Performance Branch are responsible for the development and maintenance of appropriate supporting resources for strategy development. The Performance Branch will:
provide coaching, mentoring and promote good practice of strategy development across council develop and continuously improve strategy development procedures, processes, templates, and tools provide support to strategy designers throughout the strategy development (initiating, discovery, design, implementation, and tune-up/review) Maintain relationship with USQ and continuous improvements of training |

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IPSWICH CITY COUNCIL | Strategy and Implementation Program Development

	• provide guidance on governance, documentation, and reporting.
Project Managers	Project Managers responsible for delivering a project derived from a strategy are responsible for conveying results to the lead branch responsible for the Strategy progression

6. Key Stakeholders

This administrative directive was developed in consultation with the Strategy Development Advisory (SDA) Group. The group's membership was established through an EOI to staff who are responsible for developing a Strategy as part of their role i.e., taking carriage (or have high level involvement) of a strategy from inception to approval at Committee/Council.

7. Education and Training Requirements

Officers developing strategies should undertake the online module Fundamentals of Strategy developed in partnership with USQ.

8. Step procedure

|	
Step 1.0 Initiation	Direction given to responsible branch by ELT after need identified through an acceptable channel (as per Administrative Directive) Concept report developed by relevant branch |	
Note:	Review Administration Directive on Strategy Development for criteria a goal must meet to warrant a strategy to be developed | **Detailed action required – Proceed to Step 1.1**
Step 1.1	Report submitted to Performance Branch **Report Approved - Proceed to Step 1.2** **No action required – Proceed to Step 6.0**
Step 1.2	Elected Representatives consulted on concept report at briefing session **Report Endorsed - Proceed to Step 2.0** **No action required – Proceed to Step 6.0**
Step 2.0 Discovery	Begin discovery to determine what strategy is the best investment for council to achieve the goal Complete Discovery Findings Template **Detail action required – Proceed to Step 2.1**
Step 2.1	Executive Leadership Team Presented with Discovery Findings and recommendation report at strategic meeting **Report Endorsed - Proceed to Step 2.1** **No action required – Proceed to Step 6.0**

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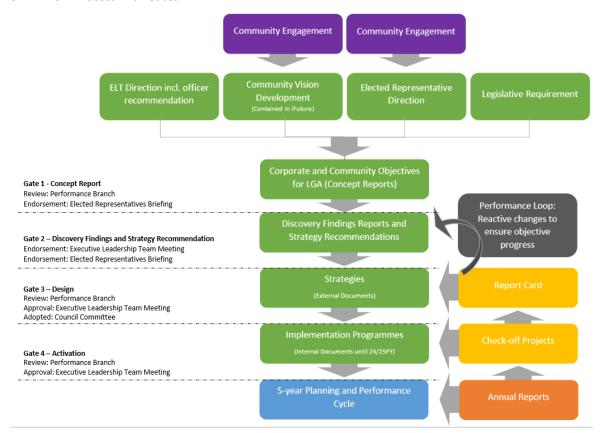
IPSWICH CITY COUNCIL | Strategy and Implementation Program Development

Step 2.2	Elected Representatives Presented with Discovery Findings and recommendation report at briefing session **Report Endorsed - Proceed to Step 2.1** **No action required – Proceed to Step 6.0**
Step 3.0 Design	From the discovery you will have enough information to decide on where we are, where we are going, how we will get there, and how we will know when we get there. Identifying Gap state: the 3-5 goals between current and desired state. Discovery Findings Template attached as an appendix **Detail action required – Proceed to Step 3.1**
Step 3.1	Draft submitted to Performance Branch **Draft aligns with requirements - Proceed to Step 3.2** **Draft needs amendments – Return to Step 3.0**
Step 3.2	Draft submitted to Executive Leadership Team strategic meeting **Draft endorsed - Proceed to Step 3.3** **Draft needs amendments – Return to Step 3.0**
Step 3.3	Draft submitted to Committee meeting and subsequent General Council meeting **Draft adopted - Proceed to Step 4.0** **Draft needs amendments – Return to Step 3.0**
Step 4.0 Activation	Using discovery findings, a programme of work is developed to outline the projects that need to be delivered to implement the strategy and in turn achieve the goal. Draft Implementation Program using template **Detail action required** – Proceed to Step 4.1
Step 4.1	Draft submitted to Performance Branch **Draft aligns with requirements - Proceed to Step 4.2** **Draft needs amendments – Return to Step 4.0**
Step 4.2	Draft submitted to Executive Leadership Team general meeting **Draft endorsed - Proceed to Step 4.3** **Draft needs amendments – Return to Step 4.0**
Step 4.3	Endorsed Implementation Program sent to the Performance Branch for Prioritisation. Projects are weighted based on alignment with Community Vision and other factors. **Action - Proceed to Step 5.0**
Step 5.0 Review	Current strategy to be reviewed every year and repealed or amended when redundant. **Action - Proceed to Step 6.0**

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IPSWICH CITY COUNCIL | Strategy and Implementation Program Development

Step 6.0 Register	**Register kept of all strategy work including rejected and repealed**

9. Flow Process with Gates

10. Monitoring and review

The successful implementation and effectiveness of this procedure will be monitored by the Performance Branch and determined by the following measures:

- 100% of strategies are designed using the approved organisation standard
- 100% of strategies have supporting implementation programs
- Corporate/Annual Plan project assessment of projects deriving from Implementation Programs

11. Related documents

Strategy Development Administrative Directive

12. Definitions

See Common Language Document

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IPSWICH CITY COUNCIL | Strategy and Implementation Program Development

13. **Process Model**

Strategy Development ProMapp

Implementation Program Development ProMapp