City of Ipswich

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PURPOSE OF BRIEFING SESSION

- The purpose of today's session is to provide you with information regarding the iVolve Project. The session will:

  - Provide a high level overview of the iVolve Project including the governance structure that has been implemented to support the project

  - Provide an overview of the project reporting that will be submitted to both the Audit and Risk Management Committee and Governance and Transparency Committee

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BACKGROUND

Current situation

- Council's current ICT infrastructure and application landscape is very complex
- It includes a large number of applications which in turn means a high number of vendors to manage
- Yearly operational costs are very high
- Limited integration between existing systems (meaning our systems don't talk to each other)

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INTRODUCING THE IVOLVE PROJECT

How do we rectify the current situation?

- Council's ICT Strategy identified the need to review and rationalise the existing ICT infrastructure and application landscape to improve service delivery and decrease operational costs

- Previously known as the "Platform of the Future" or "ICT Platform Project", the iVolve project was allocated for delivery by Corporate PMO in Dec 19 to:

  - Identify a suitable, fit for purpose target state architecture - essentially a blue print of what we want our future core ICT infrastructure and application landscape to look like

  - Implement software solution/s that support our target state architecture

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INTRODUCING THE IVOLVE PROJECT

- Whilst the iVolve project will include the implementation of a software solution/s to support our agreed target state, it is important to note that the key purpose of the project is to transform our organisation through the business processes that support our day to day activities. The technology implemented will enable these transformed business processes.

- This project will be a significant investment for Council with implementation expected to take between 3-5 years depending on the target state and supporting solution/s selected

- The project is expected to deliver:
  - Improved integration and functionality to increase service delivery and process efficiencies
  - Improved business processes and a more adaptive organisation who is responsive to customer needs
  - A more simplified ICT application landscape which has improved return on investment and lower operational costs

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PROJECT APPROACH AND GOVERNANCE

- Due to the significance of this project to the organisation and likely investment required, it is extremely important to ensure that a rigorous governance approach is implemented to support and facilitate efficient and effective project delivery

- A staged approach to delivery is being undertaken with Go/No Go gates in place at the end of every stage. Additionally, there are key decision points within each stage along the way.

- The project will be delivered over 5 stages, these being:
  - Stage 1 – Discovery
  - Stage 2 – Preliminary Business Case
  - Stage 3 – Final Business Case
  - Stage 4 – Implementation
  - Stage 5 – Solution Adopted

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PROJECT APPROACH AND GOVERNANCE

Stage 1 Discovery	Stage 2 Preliminary Business Case	Stage 3 Final Business Case	Stage 4 Implementation	Stage 5 Solution Adopted

• Identify learnings from previous Council projects and similar organisations who have undertaken a project of this nature
• Build findings into the project approach, governance and strategies
	• Articulate existing capabilities of Council and readiness to change
	• Identify a fit for purpose target state architecture
	• Set the framework for the project including:
	  • Clear business principles for implementation and beyond
	  • Roadmap for organisational transformation and change
		• Leverage Preliminary Business Case to develop a full Business Case
		• Conduct procurement of technology solution/s
			• Implement solution in line with prioritised implementation roadmap
			• Change management to be a key focus
				• Finalise the project
				• Stand down governance arrangements
				• Transition responsibility for solution elements and benefit realisation to the relevant business owners

Feb – Aug 2020	Sep 2020 – Mar 2021	Apr 2021 – Mar 2022	Mar 2022 - TBA	TBA

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GOVERNANCE STRUCTURE

```
              Council                    ICT Steering
                                          Committee


  Audit & Risk        Governance &
  Management          Transparency         Project
  Committee           Committee            Sponsor


      Program
     Management                          Project Lead
       Office


                    Project
                    Advisory          Project Team
                     Group
```

KEY PROJECT ROLES

Project Lead: Anna Payne (Corp PMO, CP)
Project Sponsor: Sonia Cooper (GM, CS)

ICT Steering Committee:
- Sonia Cooper (Chair – GM CS)
- David Farmer (CEO)
- Peter Tabulo (GM PRS)
- Sean Madigan (A/GM IED)
- Ben Pole (GM CCED)
- Barb Dart (A/GM CP)
- Sylvia Swalling (CIO)
- Jeff Keech (CFO)
- Angela Harms (Corp Gov Mgr)
- Anna Payne (Corp PMO)

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MANAGEMENT OF PROJECT RISKS

- All project risks are identified, managed and monitored in accordance with the Enterprise Risk Management Framework and supporting Project Risk Management Manual

- Some of the high level risks include:
  - Unrealistic expectations and understanding of the complexities associated with delivery of the project
  - Engagement with key stakeholders is not sufficient to adequately understand or determine system solution requirements
  - The system solution does not meet the needs of Council
  - Council is unable to properly implement the system solution due to resistance from system users
  - Council does not have the skills, experience or knowledge to adequately deliver the project

- All project risks are reviewed on a regular basis and reported to the ICT Steering Committee each month

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PROJECT CONTROLS

- The project also reports on the effectiveness of its project controls – the elements used to measure the effectiveness of project management

- These controls are reported to both the Audit and Risk Management Committee and now the Governance and Transparency Committee on a quarterly basis

- Project controls have been identified and categorised into 5 major focus areas as outlined in the QAO report to Parliament - Delivering Successful Technology Projects:
  - Leadership and Stakeholder Engagement
  - Alignment with Clearly Articulated and Understood Outcomes
  - Appropriate Resourcing in Place (Skills, Experience & Capability)
  - Working Collaboratively to Ensure Success
  - Issues and Risks are Managed Effectively

- These controls are rated subjectively by the project team during each reporting period with key concerns and opportunities for each identified and communicated with both Committees

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PROJECT CONTROLS

- The project controls currently in place and being reported on include:

Focus Area	Project Control
Leadership and Stakeholder Engagement	1. Engagement with ICTSC at key decision points 2. Establishment of Project Advisory Group to identify business considerations 3. Development of Preliminary Business Case to articulate the case for change
Alignment with Clearly Articulated and Understood Outcomes	1. Due diligence review points to confirm continued understanding of issues and required actions and outcomes 2. Regular status reporting to inform stakeholders 3. Establishment of Project Advisory Group to identify business considerations
Appropriate Resourcing in Place (Skills, Experience & Capability)	1. Project and Resourcing Plan in place for each project stage 2. Continual identification of skill and capability gaps 3. Accessing the right people and ensuring availability as and when needed

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PROJECT CONTROLS

Focus Area	Project Control
Working Collaboratively to Ensure Success	1. Agreeing clear scopes of work with external parties 2. Clearly articulating roles, responsibilities, time frames and deliverables for all parties at each project stage 3. Clearly articulated Terms of Reference for Project Advisory and Working Groups
Issues and Risks are Managed Effectively	1. Clearly identified stage Go/No Go gates within the agreed governance process 2. Continual assessment of effectiveness of mitigation of identified risks and take actions to correct the course of the project as necessary 3. Document and report on key lessons learned in stage closure reports to inform the management of latter project stages

- These controls are reviewed regularly by the project team and sponsor to ensure their ongoing effectiveness

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PROJECT PROGRESS

Stage: Stage 1 Discovery
Status: Completed 31/08/20

- Substantial due diligence and research activities
- Preliminary Findings Paper delivered which outlines key lessons/issues that need to be considered in order for the project to be successful moving forward
- The following elements were taken into consideration during development of this paper:
  - Learnings from previous ICC ICT projects
  - Learnings from other local governments currently undertaking similar projects
  - Leveraging of the good governance & change approach developed by the Business Transformation Program
  - Application of the Best Practice Guide from the recent Qld Audit Office (QAO) report to Parliament – Effectiveness of the State Penalties Enforcement Registry ICT Reform to this project

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PROJECT PROGRESS

Stage: Stage 2 Preliminary Business Case
Status: In Progress due 31/03/21

- A suitably qualified and experienced Business Partner (KPMG) has been engaged to assist Council in delivering the Preliminary Business Case
- KPMG was engaged through an open market tender process and will be on board for 11 weeks
- This engagement will deliver a Preliminary Business Case supported by a detailed analysis of our current state, recommendation on a fit for purpose target state architecture as well as a robust case for change
- Engaging KPMG for this stage will assist in partially or fully mitigating some of the identified project risks
- Stage is progressing as planned and is on track to meet the end date of 31/03/21 with a large number of stakeholder engagement activities conducted to date

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SUMMARY OF KEY POINTS

- The iVolve project is a significant business transformation project and will leverage technology to improve efficiencies in service delivery

- The project approach has been guided by lessons learned, not only from Ipswich City Council but other similar organisations, and best practice standards

- The project will utilise a robust governance model delivered via a staged approach with Go/No Go gates at the end of each stage

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PMO KEY PROJECT CONTROLS REPORT

PROJECT:	iVolve Project
PROJECT LEAD:	Anna Payne
REPORTING PERIOD:	17/11/20 - 31/01/21
PROJECT STAGE:	Stage 2 - Preliminary Business Case

CURRENT PROJECT HEALTH:	Monitor Closely
PROJECT HEALTH COMMENTS:	This project is considered to be high risk and the committee should be aware that success of the project will largely depend on appropriate senior stakeholder support and authority with an understanding and commitment that this project will involve deep cultural change and business transformation - it is not merely another technology project. With KPMG as our Business Partner now on board, stakeholder commitment will be imperative to ensure the required outcomes from the Preliminary Business Case are achieved in accordance with agreed timeframes.

KEY OUTCOMES AND OBJECTIVES

Key Outcomes and Objectives Progressed this Reporting Period	Confidence that Objective has been met	Steps to Increase Confidence	Key Outcomes and Objectives for Next Reporting Period
1. Select and engage Business Partner (BP) Identify a suitably experienced and capable partner with clearly defined deliverables and required outcomes (KPMG)	Confident		**1. Develop Preliminary Business Case with Business Partner** Undertake Current State assessment and Due Diligence (readiness) review and establish Target State assessment and Case for Change in order to perform option evaluation to determine preferred target state option **2.Stakeholder Engagement and Management Outcomes endorsed** Ensure stakeholder engagement has been appropriate for Preliminary Business Case stage and approach and findings are supported and agreed by key stakeholders.
2. Agree Project Plan and Scope of Work with Business Partner Well defined and agreed scope of work to enable timely delivery of outcomes identified in the Project Plan	Confident	Continued ongoing support of the stage approach and prioritisation of participation of key stakeholders by members of the executive team is crucial to ensure planned outcomes can be met	
3. Commence engagement with Key Stakeholders Engage with relevant stakeholders via ELT interviews and Departmental workshops to ensure all viewpoints and considerations are captured in the Current and Target State assessments of the Preliminary Business Case.	Reasonably Confident	Continual review and feedback of findings communicated between KPMG and Council to ensure all relevant information is captured. KPMG's knowledge and experience to inform and address gaps in findings.	

MAJOR FOCUS AREAS, KEY CONCERNS AND OPPORTUNITIES

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Leadership and Stakeholder Engagement	1. Engagement with ICTSC at key decision points	Reasonably Effective	>	ICTSC understands the significance of this project as an organisational transformation, not just an ICT project	Promote a greater understanding of the extent of business transformation and the associated implications across organisational leadership
	2. Establishment of Project Advisory Group to identify business considerations	Reasonably Effective	>	Business engagement is sufficient to articulate required business considerations/outcomes for target state	Engage early with middle managers and associated business areas to gain buy-in and support
	3. Development of Preliminary Business Case to articulate the case for change	Reasonably Effective	>	Ensuring current state and barriers to transformation are appropriately identified in order to identify an achievable and realistic target state solution	Focus heavily on understanding on organisational readiness to transform and the imperative to change in order to identify an achievable and realistic target state solution

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Alignment with Clearly Articulated & Understood Outcomes	1. Due Diligence review points to confirm continued understanding of issues and required actions and outcomes	Reasonably Effective	^	Lessons learned from initial due diligence findings are not valued by key stakeholders	- Facilitate greater understanding by ICTSC of extent business transformation and associated implications - Continue to leverage knowledge from other councils to ensure a greater understanding of risks and opportunities - Utilise KPMG's knowledge and experience to identify key areas of concern and reinforce extent of , and commitment to, required change for delivery of successful outcomes
	2. Regular Status reporting to inform stakeholders	Reasonably Effective	>	Stakeholders are not fully engaged and appreciative of the implications of not addressing recommended actions	- Identify barriers preventing buy-in and engagement of key stakeholders and develop mitigation strategies to influence the success of organisational change - Utilise KPMG's experience and expertise to reinforce the implications of not appropriately addressing recommendations
	3. Establishment of Project Advisory Group to identify business considerations	Reasonably Effective	>	Engagement with and by business areas needs greater focus and attention	Identify barriers preventing buy-in and engagement of key stakeholders and develop mitigation strategies to influence the success of organisational change
Appropriate Resourcing in Place (Skills, Experience & Capability)	1. Project and Resourcing Plan in place for each project stage	Reasonably Effective	>	Plan can only be effective if it is endorsed and supported with adequate financial support provided	Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations
	2. Continual identification of skill and capability gaps	Reasonably Effective	^	Identified resource needs are not fully supported particularly in relation to the need for change management skills	- Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations - Leverage KPMG's knowledge, skills and expertise to identify and address capability gaps within the agreed engagement scope.
	3. Accessing the right people and ensuring availability as and when needed	Reasonably Effective	^	Identified resource needs are not fully supported particularly in relation to the need for change management skills	- Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations - Leverage KPMG's knowledge, skills and expertise to identify and address potential resourcing gaps within the agreed engagement scope.
Working Collaboratively to Ensure Success	1. Agreeing clear scopes of work with external parties	Effective	^	The agreed Statement of Work with KPMG needs to be closely monitored to ensure adherence and compliance by all parties	Focus on ensuring KPMG delivers required outcomes and meets expectations within required timeframes according to the agreed Statement of Work
	2. Clearly articulating roles, responsibilities, time frames, and deliverables for all parties at each project stage.	Effective	^	Current stage deliverables and timeframes (as per the agreed Statement of Work with KPMG) need to be closely monitored and managed to prevent slippage, scope creep and non delivery of required outcomes	Focus on working closely with KPMG to pre-emptively identify potential issues and risks that may adversely affect deliverables and timelines through regular project status reports and meetings outlining progress against the clearly articulated delivery timelines in the agreed Statement of Work
	3. Clearly articulated Terms of Reference for Project Advisory and Working Groups	Effective	>	None at this stage	Not applicable at this stage

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Issues and Risks are Managed Effectively	1. Clearly identified Stage Go/No Go Gates within the agreed governance process	Effective	>	None at this stage	Not applicable at this stage
	2. Continual assessment of effectiveness of mitigation of identified risks and take actions to correct the course of the project as necessary	Effective	>	None at this stage	Not applicable at this stage
	3. Document and report on key lessons learned in stage closure reports to inform the management of latter project stages	Reasonably Effective	>	Documented lessons learned are not fully valued or understood by key stakeholders	Developing a best practice methodology focused on good governance and management of identified risks and issues will contribute to successful outcomes and a iterative knowledge resource for future projects

CURRENT PROJECT FOCUS

Primary Project Focus:	The primary focus of the project at this stage is to effectively deliver the Preliminary Business Case in conjunction with the Business Partner (KPMG).
Why:	The Preliminary Business Case will inform Council on the most appropriate, fit for purpose, target state option to meet Council's needs now and into the future.
How:	The Preliminary Business Case will be based on KPMG's established methodologies and extensive knowledge to develop current state and future state assessments which will allow Council to establish the case for change and evaluate options to arrive at a preferred target state.
Potential Risks/Impacts:	KPMG is unable to deliver and/or Council is unable to commit to the required engagement levels to achieve the required outcomes or meet the required timelines to deliver a robust Preliminary Business Case
Opportunities:	KPMG brings the requisite knowledge, experience and capability to mitigate existing skill and capability gaps to deliver a Preliminary Business Case which identifies a fit for purpose target state option for Council.

Doc ID No: A6464959

ITEM: 5

SUBJECT: NAMING OF YOUR PLACES AND SPACES - COMMUNITY ENGAGEMENT REPORT

AUTHOR: ENGAGEMENT MANAGER

DATE: 4 SEPTEMBER 2020

EXECUTIVE SUMMARY

This is a report concerning the "Name Your Places and Spaces" community engagement initiative run on Shape Your Ipswich (August 11 to 30) with the goal of generating ideas from the community to potentially help council finalise the names of nine key places and spaces in the newly redeveloped city heart, as follows:

- o The Nicholas Street precinct – name currently used for marketing purposes and not actual address (Street address for business in the precinct are either Ipswich City Mall or Union Place Mall).
- o The Civic Space
- o Laneway 1 – currently referred to as Icon Alley or Smokers' Alley
- o Laneway 2 – currently referred to as Bottle Alley
- o Ipswich City Council administration building
- o The two new libraries
- o The event space in the new ICC administration building
- o The balcony connecting to the event space in the ICC administration building

2,938 people visited the Shape Your Ipswich page, with 304 contributions (and two email submissions). There were 6,405 "thumbs-ups" given to contributions (ie people supporting ideas already put forward). Of these interactions, 91 people are now following the page to keep up-to-date with the project.

In addition to these locations there are also two pavilions that are located in the Civic Space that could be named if Council so chooses.

An overview of all suggestions (and supporting thumbs-ups) can be found in the background section of this report.

Council also has a current procedure in relation to the naming of places and infrastructure which is attached to this report.

The current street address for properties located in the Nicholas Street and Union Place are Ipswich City Mall and Union Place Mall respectively. In presenting this report, Council officers will speak to this aspect of the names within the precinct.

RECOMMENDATION/S

Amended Ipswich Central Redevelopment Committee of 17 September 2020

- A. ~~That Council determine the name of the precinct currently referred to as Nicholas Street~~
- B. ~~That Council determine the name for the Civic Space~~
- C. ~~That Council determine the name for the new Library~~
- D. ~~That Council determine the name for the new Children's Library~~
- E. ~~That Council determine the name for Laneway 1 currently known as Icon Alley~~
- F. ~~That Council determine the name for Laneway 2 currently known as Bottle Alley~~
- G. ~~That Council determine the name for the Council administration building~~
- H. ~~That Council determine the name for the event space located on Level 1 of the Council administration building~~
- I. ~~That Council determine whether the balcony located on Level 1 of the administration building which overlooks the civic space requires a name and if so determine that name~~
- J. ~~That Council determine whether the two pavilions located in the civic space require a name and if so determine those names.~~

- A.   That recommendations A, B, C and F be moved for consideration at the Council Ordinary Meeting on 24 September 2020.

- B.   That the balance of the recommendations be considered at a future Council Ordinary meeting.

RELATED PARTIES

There are no conflicts of interest to note.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity

PURPOSE OF REPORT/BACKGROUND

The key objectives for this engagement were:
- To encourage feedback from the broader Ipswich community in regards to possible names for key precincts, sub-precincts, streets, lanes, assets and event spaces within the Nicholas Street redevelopment
- To position council as a forward-thinking, strategic and community-centric organisation.
- To encourage the broader community to come on the redevelopment 'journey' and create a sense of pride and ownership.
- To use council's Shape Your Ipswich platform as a one-stop-shop to engage with the community so the loop can be closed once the final decision is made by council.

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Below is a summary of all suggestions (noting the number of times each name was suggested as well as the number of supporting thumbs-ups it received).

1. *The overarching precinct (currently known as Nicholas Street, Ipswich Central)*

Suggested name	Why / Rationale	Contributions	Thumbs up
Jagara/Yuggera Place/Precinct	Local indigenous peoples	4	167
Tulmur Place/Precinct/Village	"Ipswich" in universal Indigenous language	7	149
Ipswich City/Central/Town	Simplicity and easy wayfinding	15	130
Jagara/Yuggara Place	Local Indigenous peoples	6	131
Nicholas Street	Maintain original street name – has been known as Nicholas Street since the first survey map of the city was done	8	60
Union Place	A nod to the history of the original name and a place where people can unite	2	10
Town	Simplicity and easy wayfinding	1	2
Digger City River Precinct	Nod to mining history	1	6
Jeff McLean Central	Local business owner and former Wallaby	1	1
Sir Neville Bonner	Local, first Indigenous member of parliament	1	9
Robert Anderson Place	Local indigenous man that beat world sprint champions in charters towers.	1	17
Murrumpi or Djimbalung	Koala or my people	1	18
Limestone Hills Precinct		1	6
Switch City Plaza		1	4
Wade Korumba	-A mix of Anglo Henry Wade surveyor Ipswich + Korumba a word meaning great in the aboriginal language.	1	2
Ipswich Central 4 Squares Plaza		1	1
iConnect		1	0
The Strada	Italian for "street"	1	1
The Feels of Ipswich		1	0
Unity		1	0

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Newman	Local war veteran	1	0

2. The civic plaza

Suggested name	Why / Rationale	Contributions	Thumbs up
Tulmur Place/Square	"Ipswich" in universal Indigenous language	15	357
Trevor Grewar Outlook	Local identity dedicated to giving back to the Ipswich community	1	516
Yagara Place/Plaza	Traditional Indigenous language	2	26
Limestone Plaza	Original proposed name of Ipswich	1	31
Corroboree Connection	Indigenous cultural space for music, dance and costume	1	2
Nicholas Street Plaza/Nicholas Plaza	Original street name	3	9
The Plaza		1	5
Riverheart Plaza	The river and the heart of the city combined	1	3
Riverslea Plaza		1	2
Heather Bonner Place	Local and founder of One People of Australia League	1	2
The Oasis	A place to relax	1	1
Don Risson Place	Local who gave back to the community	1	1
People's Place	A place for people	1	1
Union Place	A place to come together	1	1
Bremer Plaza	Named after the Bremer river	1	1
Gathering Place	A place to gather	1	0
Jeff McLean Central	Local business owner and former Wallaby	1	0
Ipswich City Hub	A central hub of activity	1	0
Ipswich/Ipswich Civic Place/Ipswich Central	Simplicity and easy wayfinding	1	0
Aubonnett Place	Longest running music school, founder/director Ipswich Orchestras	1	0
Connection Place	A place to connect	1	0

3. City (main) library

Suggested name	Why / Rationale	Contributions	Thumbs up
Ipswich City/Ipswich Central Library	Simplicity and easy wayfinding	13	650
The John Birmingham Library	Locally-born author	1	34
Tulmur Central/Ipswich Tulmur Library	"Ipswich" in universal Indigenous language	2	16
Thomas Shapcott Library	Locally-born poet, novelist and playwright	3	13
Margaret Cook Library	Local historian	2	9
Neville Bonner	Local Indigenous politician. First Indigenous member of Parliament in Australia.	1	6
House of Words Library		1	5
Toni Risson Library	Local author	1	3
Glennis Nugent Library	Local and founder of Qld's first Book Fest	1	2

4. **Children's library**

Suggested name	Why / Rationale	Contributions	Thumbs up
Aunty Sharron/Sharron Lindh Library	Local artist, craftsperson and musician	3	424
Dreamtime Children's Library	Indigenous cultural reference	1	62
Ash Barty Library	Local tennis champion	1	41
Ipswich City/Central Children's Library	Simplicity and easy wayfinding	7	30
Shannon Library	Local, long-time children's nurse at Ipswich Hospital	2	6
Bookworms Library		1	14
Garden of Eden		1	13
Wonderland		1	8
World of Wonder		1	7
Ipswich Nyamil Library	"young ones" in traditional language	1	5
Little Lizards Library		1	1
Boomerang Library		1	1

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The Little Horses Library		1	1

5. Administration building

Suggested name	Why / Rationale	Contributions	Thumbs up
Neville Bonner Building	Local Indigenous politician. First Indigenous member of Parliament in Australia.	2	88
Ipswich/council administration building/hub	Simplicity and easy wayfinding	12	62
Cribb and Foote	Notable local business owners and store	2	14
The Coal Face	Nod to Ipswich's mining history	1	5
Square One	Council getting back to basics and starting over in a new era of transparency and accountability	1	4
Lewis Thomas House	Local coal miner and developer	1	2
John Murphy Building	Ipswich's first mayor	1	2
Bremer Building	Nod to Bremer River	1	2
Joseph Fleming Building	One of Ipswich's first politicians elected in 1860	1	2
Thorn Place	Notable local family	1	2
Harold Blair Building	Noted local Indigenous singer and OAM	1	2
Bill Hayden Centre	21st Governor General of Australia	1	1

6. Event and function space located on level one of the administration building

Suggested name	Why / Rationale	Contributions	Thumbs up
Ash Barty Function Centre	Local tennis champion	1	467
Helen Clarke/Aunty Helen Event Room/Centre	Affectionately known to everyone as Aunty Helen - has been teaching dance in Ipswich for over 70 years	2	147

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Harold Blair Function Centre	Noted local Indigenous singer and OAM	4	86
Dandiiri Space	"meet" in traditional language	2	30
Ipswich Event Centre		1	7
Bremer Function Centre	Named for the city's river	1	6
Limestone Space		1	3
Piper Joe	Local identity and noted Scottish piper	1	2
Jeff McLean Room	Local business owner and former Wallaby	1	1

7. Event balcony space located on level one of the administration building

Suggested name	Why / Rationale	Contributions	Thumbs up
John Birmingham Balcony	Local author	1	112
The Balcony/Bremer Balcony	Named for the city's river	6	23
Kunnar Balcony	Means "one" in traditional language	1	12
Limestone Balcony		1	6
Bremer Events Space/Hub		2	3
Stephen Potts Balcony	Critical witness in Council's CCC investigation	1	3
Matthew Hickey Balcony	Member, director and producer of the Ten Tenors	1	2
Margaret Cook valcony	Local historian	1	1
Government View	The open space reflects Council's openness	1	1
Clouds Balcony		1	0
Jim Hawkins Balcony	WWII digger and local identity	1	0
Blodwyn Whitehead Balcony	founder of Cambrian Junior and Youth choirs and musical identity of Ipswich	1	0
Jeff McLean Balcony	Local business owner and former Wallaby	1	0
Capern Balcony	Notable local musical family	1	0

8. Laneway 1 – currently known as ICON Alley

Suggested name	Why / Rationale	Contributions	Thumbs up
Ross Lawrie Laneway	Local known for giving back to the community	1	571
Piper Joe Lane	Local identity and noted Scottish piper	1	502
Ash Barty Lane	Local tennis champion	1	168
Greenham's Lane	First owners of the commercial buildings on the corner of Nicholas and Brisbane Streets	14	39
Storey Lane/Alley	Named for local long-time union organiser and identity	1	31
Supply Lane	Original name for the alleyway when used by merchants	6	9
Sister Shannon Lane	Local, long-time children's nurse at Ipswich Hospital	1	6
Artist Lane	Nod to the new mural on the wall	1	5
Jeff Wegener Lane	Locally-born musician who performed with the Saints and other bands since the 1970s	1	3
Reeds Row		1	3
Bonner Lane	Neville Bonner family	1	2
Jeff McLean Lane	Local business owner and former Wallaby	1	0

9. *Laneway 2 – currently known as Bottle Alley*

Suggested name	Why / Rationale	Contributions	Thumbs up
Bottle Alley	Has been referred to as Bottle Alley for over 200 years. Originally the delivery route to the pub located in Nicholas Street	43	819
Indigenous or heritage names		1	18
Bottle Alley EATS	Combined old name with new EATS precinct	1	5
Frederick Aylott MM Lane		1	3
Piper Joe Lane		1	2

Ardent Avenue		1	1
EATS Laneway/Lane		2	0
Jeff McLean Lane		1	0

LEGAL/POLICY BASIS

Council currently has a procedure in relation to the naming of all roads, private roads, parks, bridges and places (Attachment 2)

This report and its recommendations are consistent with the following legislative provisions: *Local Government Act 2009*

RISK MANAGEMENT IMPLICATIONS

There is reputational risk associated with the naming of these places and spaces following community engagement in that there have been many diverse ideas presented by the community and Council will ultimately make the decision.

FINANCIAL/RESOURCE IMPLICATIONS

There are minor financial implications associated with the naming of the places and spaces that will be covered under the existing project contingency budget.

COMMUNITY AND OTHER CONSULTATION

This community engagement program was designed to encourage the broader community to come on the redevelopment 'journey' with Council and create a sense of pride and ownership.

As noted, 2,938 people visited the Shape Your Ipswich page, with 304 contributions (and two email submissions). There were 6,405 "thumbs-ups" given to contributions (ie people supporting ideas already put forward). Of these interactions, 91 people are now following the page to keep up-to-date with the project. This is a very positive result, one of the strongest received on this site since its launch in 2019, and shows a desire by the community to have a say in Council's decision-making process.

Throughout engagement, the project team sought to inform the community and stakeholders about the project and opportunities to provide their feedback in a myriad of ways, with a budget of $7878.48 allocated. The communications program can be found in the attached community engagement report.
A full report on the community engagement, including demographics, is attached.

CONCLUSION

The Engagement Section thanks the community for its incredible support of this community engagement initiative and looks forward to closing the loop with participants following Council's decision.
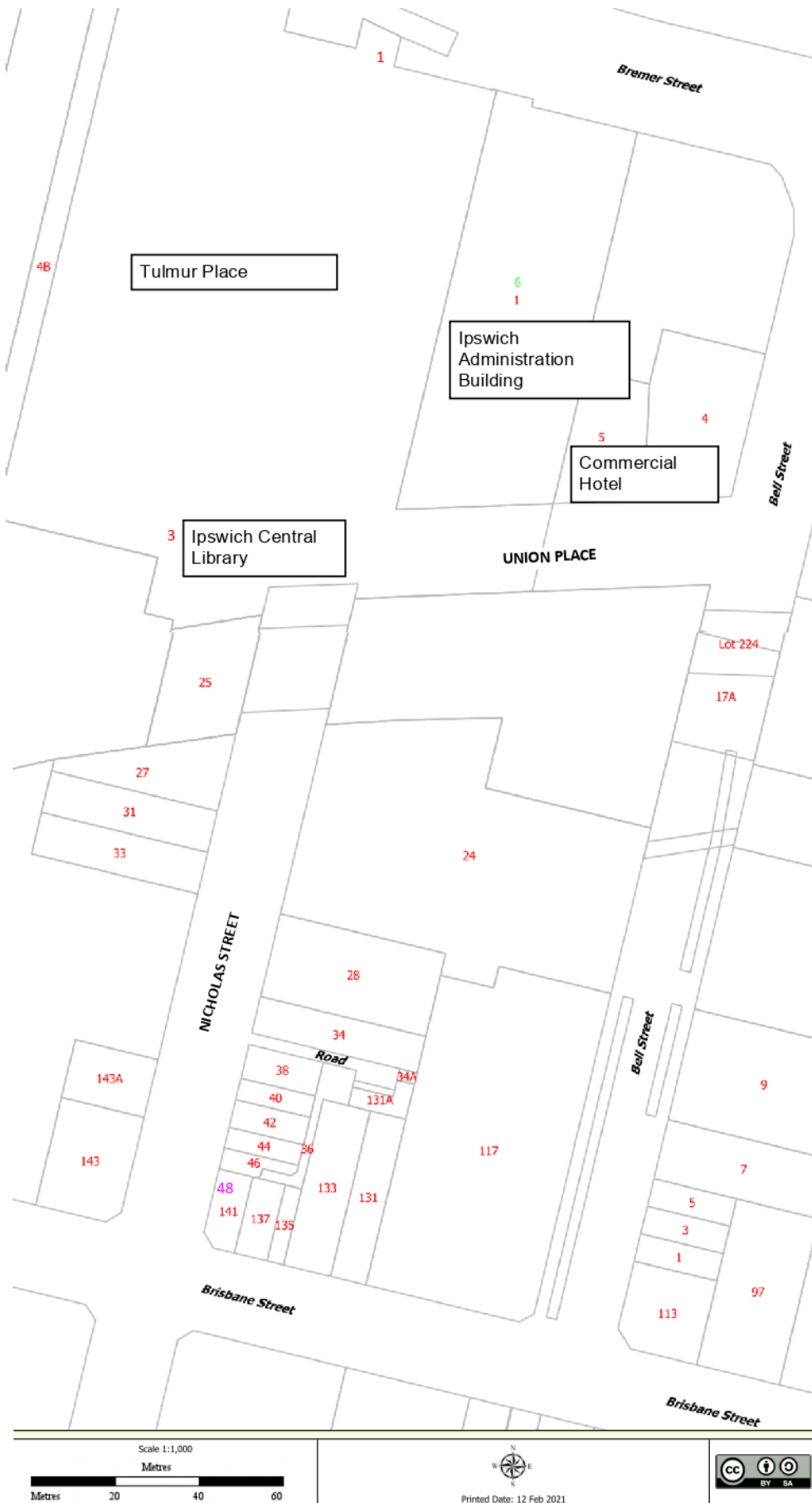
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ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Community Engagement Report Places and Spaces Sept 2020
2.	Naming Procedure

Allison Grant
ENGAGEMENT MANAGER

I concur with the recommendations contained in this report.

Sean Madigan
GENERAL MANAGER - COORDINATION AND PERFORMANCE

"Together, we proudly enhance the quality of life for our community"

Tulmur Place

Ipswich
Administration
Building

Commercial
Hotel

Ipswich Central
Library

UNION PLACE

NICHOLAS STREET

Road

Bremer Street

Bell Street

Bell Street

Brisbane Street

Brisbane Street

Scale 1:1,000
Metres
Metres   20   40   60

Printed Date: 12 Feb 2021

IPSWICH CENTRAL ROAD SIGNS

- Three (3) 'Welcome' signs were unveiled for Ipswich Central in <u>2012</u> (costing $420,000.00) at key entrances, Queen Victoria Parade, David Trumpy Bridge and Warwick Road near Bremer High School.

City of Ipswich

WELCOME TO IPSWICH – FEATURED PROJECT

CUSTOM BUILT SIGNAGE FOR THE IPSWICH CITY COUNCIL.

For this project we manufactured 3 signs from architectural drawings provided by Ipswich City Council. Each sign is supported by 50mm steel frame attached to 400mm x 400mm treated hardwood posts. The feature image is laser cut from 3mm Corten steel. The 6mm aluminium panel has an etched image of an iconic Ipswich image. The lettering "Welcome to Ipswich' is 20mm clear acrylic laser cut with a 2mm brushed stainless steel face. These signs were then installed in 3 different locations as you entered into Ipswich town.

Ipswich Central Directional Signs

Project: Ipswich Motorway Upgrade, Dinmore to Goodna | Client: Origin Alliance

- Fernvale Rd just before Diamantina Blvd, Brassall
- Fernvale Rd intersection at Diamantina Blvd, Brassall
- Fernvale Rd intersection at Vogel Rd, Brassall
- Pine Mountain Rd just before Hungry Jacks, Brassall
- Intersection Pine Mountain Rd and Hunter St, Brassall
- Kholo Rd just before Holdsworth Rd, North Ipswich
- Waterworks Rd just before intersection, North Ipswich
- Intersection Pine Mountain Rd and Waterworks Rd, North Ipswich
- Pine Mountain Rd just before intersection at Delacy St, North Ipswich
- Delacy St, North Ipswich
- The Terrace approaching roundabout, North Ipswich
- Pine St leaving roundabout (to head across bridge), North Ipswich
- Intersection of Pisasale Drive and Warwick Road, Yamanto
- Mary Street just before William Street in Blackstone

Ipswich Motorway Upgrade – Dinmore to Goodna

Advance Directional Sign:
AD sign on Ferguson St at North Ipswich, October 2009.
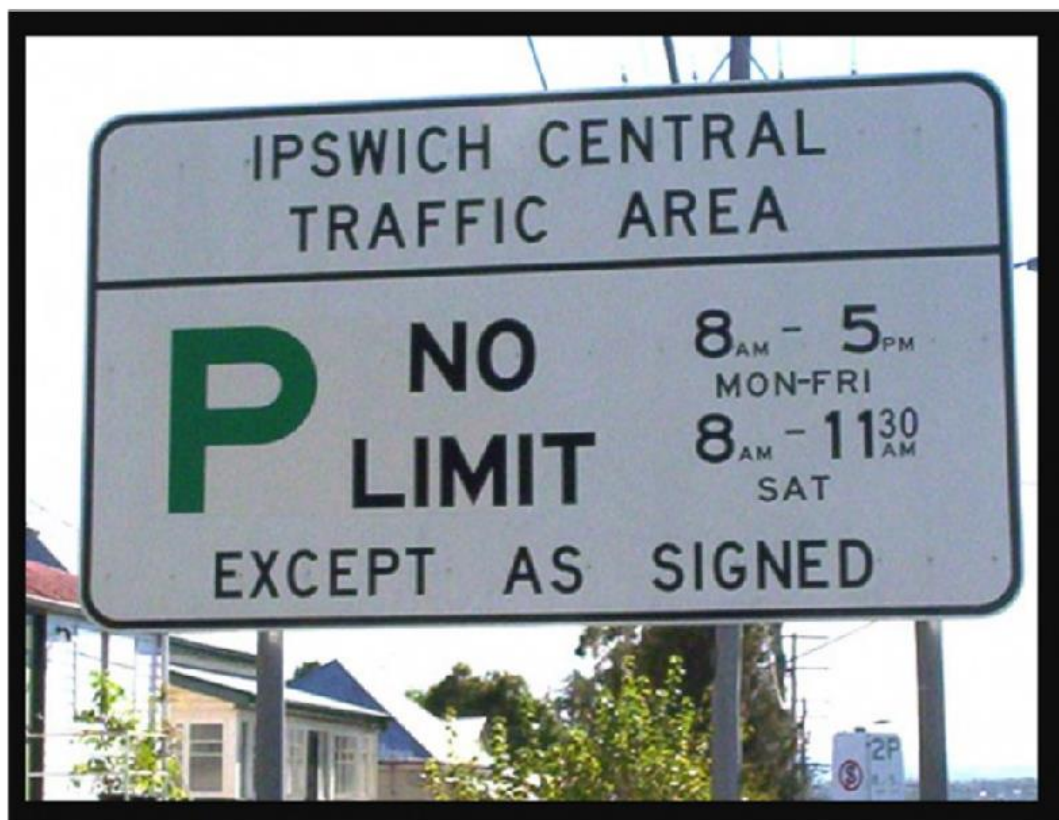
Image © Rob Tilley

Carr Street:
Intersection directional sign at the corner of Warwick Rd (BUS-NR15) and Carr St in Ipswich, October 2009.

Brisbane Road, Queen Victoria Road ...
expressway.online

Cycle Network Directional Signage

Ipswich City Council
45 Roderick Street
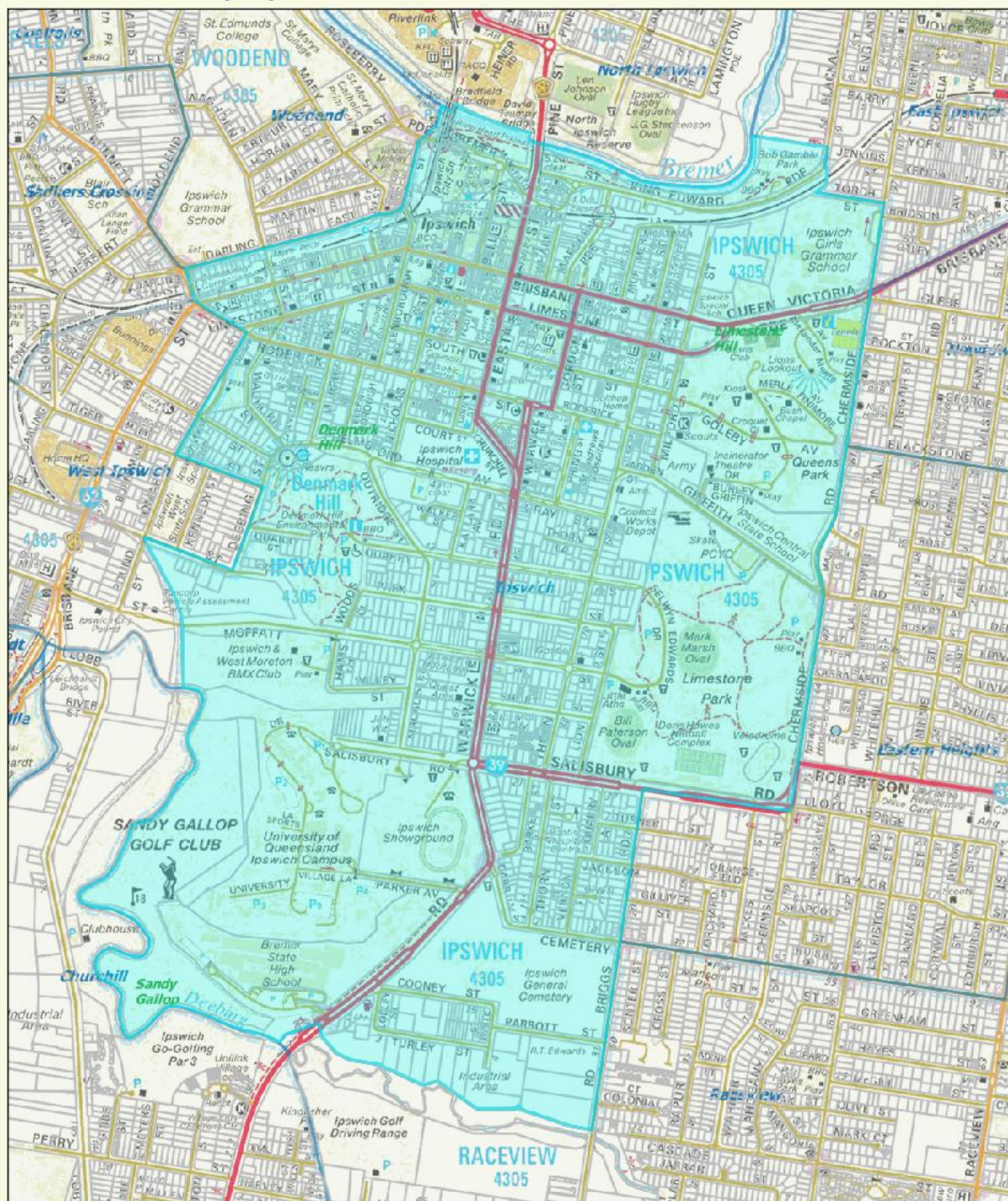PO Box 191
IPSWICH QLD 4305
Australia
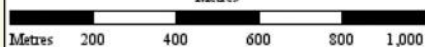
Telephone	(07) 3810 6666
Fax	(07) 3810 6731
Email	council@ipswich.qld.gov.au
Web	www.ipswich.qld.gov.au
Business Hours	8:00am - 4:30pm (Mon - Fri)

Suburb Boundary - Ipswich

Sustainability Strategy Overview - draft
BRIEFING SESSION

Presenter

Matthew Pinder – Manager Emergency Management and Sustainability

City of Ipswich

Sustainability Strategy Overview - draft

At this briefing, we would like to achieve the following:

- **Socialisation of the draft sustainability strategy** format, general content and strategic framework;

- A discussion and general consensus building in relation to:
  - Addressing **climate change** in Council.
  - Setting a **carbon neutral target**.
  - Setting a **renewable energy target** (in alignment with the carbon neutral target).

Sustainability Strategy - background

Sustainable Ipswich Strategy 2017

- Sustainable Ipswich – Council's first sustainability strategy released in March 2017.

- Sustainability Policy adopted in November 2020.

- Currently reviewing and re-setting strategic direction for sustainability in Council.

- Utilising previous community consultation data obtained for the policy development and conducting further internal and external consultation for the strategy development.

Sustainability Strategy – strategic framework

Strategy Goal: Sustainable City

Enablers: 1) Sustainable Council

                     2) Learning & Capability

Challenges: 1) Population Growth

                     2) Climate Change

                     3) Transport & Mobility

                     4) Natural Environment &
                        Healthy Waterways

                     5) Waste & Resource Recovery

Policy Principles: 1) Governance & Leadership

                     2) Responsible Decision-making

                     3) Leave a Legacy

                     4) Sustainable Procurement

                     5) Efficient Use of Resources

                     6) Think Global, Act Local

Sustainability Strategy Goal – What do we mean by a Sustainable City?

A sustainable city is one that is **clean, green, healthy** and **resourceful**. It is a city that is **economically productive, culturally respectful** and **environmentally mindful**. It is one that designs for ease of movement in and around the city; it is one that consciously decides to minimise waste and maximise resource recovery; it is one that intrinsically honours and values the limits of nature to support our existence.

To be a sustainable city is to have a **connected and resilient community**. It is one that has the ability to adapt to local, regional and global influences and continues to thrive. It is a **capable and caring community** that can both celebrate in times of triumph and lean on each other in times of crises.

Simply put, a Sustainable City is a liveable city.

City of Ipswich

Sustainability Strategy – Strategy Enablers & Focus Areas

1) **A Sustainable Council (Corporate Sustainability): Focus Areas**

- Energy & Carbon Reduction

- Water Efficiency

- Resource Recovery & Waste Minimisation

- Sustainable Procurement

2) **Learning and Capability: Focus Area**
- Education & Engagement

Sustainability Strategy – Strategy Challenges and Focus Areas

1) **Population Growth: Focus Areas**

   - **Note** – seeking to undertake consultancy work to address the challenge of population growth appropriately.

2) **Climate Change: Focus Areas**

   - City emissions

   - Urban Heat & Urban Greening

   - Disaster Management

   - Climate Adaptation

Sustainability Strategy – Strategy Challenges and Focus Areas (contd..)

3) **Transport and Mobility: Focus Areas**

- Sustainable Transport Options

- Active Transport

- Green Travel Work Plan

4) **Natural Environment and Healthy Waterways: Focus Areas**

- Waterways and wetlands

- Natural Areas and Cultural landscapes

5) **Waste Management and the Circular Economy: Focus Areas**

- Waste avoidance and minimisation

- Circular Economy

City of Ipswich

Sustainability Strategy – Outcomes

The Sustainability Strategy sets out to achieve a number of outcomes under the **three key pillars of sustainability** and links the enablers and challenges directly to these outcomes:

- **ENVIRONMENTAL**
- **SOCIAL**
- **ECONOMIC**

The following outcome aspect has also been included:

- **GOVERNANCE**

Sustainability Strategy – Corporate Sustainability

- **How Council addresses Climate Change**

- **Setting a Carbon Neutral target for Council**

- **Setting a Renewable energy target for Council**

How Council addresses Climate Change – DISCUSS

To date:

- Qld Climate Resilient Councils Governance Assessment undertaken – findings and recommendations presented.
- City flood modelling undertaken accounting for future climate impacts and overlays included in planning scheme.

Propose:

- Climate Change Policy.
- Further address Climate Change in risk and corporate documentation.

Sustainability Strategy – Corporate Sustainability - carbon neutral target

Setting a Carbon Neutral target for Council – DISCUSS

To date:

- Council's carbon inventory is actively monitored (approx. 25,000t of CO2 emissions/year – Scope 3 emissions to be further investigated).

- Opportunities to reduce organisational carbon emissions identified through existing work – being carbon neutral by 2030 is achievable.

Why set a carbon neutral target?

- To align with State, National and international carbon reduction/ neutrality targets which are science based targets of limiting global temperature rise to under 2° by 2050 and pursuing efforts to limit it to 1.5° above pre-industrial levels

- Australia is party to the 2015 UN Paris Agreement

City of Ipswich

Sustainability Strategy – Corporate Sustainability - renewable energy target

Setting a Renewable Energy target for Council – DISCUSS

To date:

- A carbon reduction analysis undertaken focused on Council's electricity consumption
- A Renewable Energy Plan undertaken mapping out a pathway for 100% renewable energy

Why set a renewable energy target?

- The carbon neutral target has a strong dependency on a renewable energy target – electricity is approximately 80% of Council's carbon footprint.
- Opportunity to have greater cost-control over electricity costs for Council and reduce operational costs over time.

City of Ipswich

Sustainability Strategy - draft

Further feedback and comments welcome