IPSWICH CITY COUNCIL

AGENDA

of the

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE

Held in the Council Chambers
8th floor – 1 Nicholas Street
IPSWICH QLD 4305

On Thursday, 7 October 2021
At 10 minutes after the conclusion of the Governance and Transparency Committee

MEMBERS OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE	
Councillor Andrew Fechner **(Chairperson)** Councillor Kate Kunzelmann **(Deputy Chairperson)**	Mayor Teresa Harding Councillor Jacob Madsen Deputy Mayor Nicole Jonic

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE AGENDA

10 minutes after the conclusion of the Governance and Transparency Committee on **Thursday,** 7 October 2021

Council Chambers

Item No.	Item Title	Page No.
	Declarations of Interest	
	Business Outstanding	
	Confirmation of Minutes	
1	Confirmation of Minutes of the Community, Culture, Arts and Sport Committee No. 2021(08) of 2 September 2021	7
	Officers' Reports	
2	Draft Active Ipswich Strategy 2031	17
3	Draft Customer Experience Strategy	74
4	Civic and Ceremonial Events Policy	102
5	Quarterly Event Sponsorship and Ticket Allocation Report	114
	Notices of Motion	
	Matters Arising	

** Item includes confidential papers

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 9

7 OCTOBER 2021

AGENDA

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

CONFIRMATION OF MINUTES

1. CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2021(08) OF 2 SEPTEMBER 2021

RECOMMENDATION

That the Minutes of the Meeting held on 2 September 2021 be confirmed.

OFFICERS' REPORTS

2. DRAFT ACTIVE IPSWICH STRATEGY 2031

This is a report concerning the endorsement of the Active Ipswich Strategy 2031 and the prioritised Implementation Plan contained within the Strategy.

RECOMMENDATION

A. That Council endorse the Active Ipswich Strategy 2031, including the prioritised Implementation Plan.

B. That Council nominate two elected officials to represent Council on the Healthy, Active Alliance as per the Active Ipswich Strategy 2031 Implementation Plan Action 1.1.

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3. DRAFT CUSTOMER EXPERIENCE STRATEGY

This is a report concerning Council's draft Customer Experience Strategy. The Customer Experience Strategy is a strategic framework designed to outline and guide the work of Council over the next three years. This report presents the document for endorsement (Attachment 1).

RECOMMENDATION

That Council endorse the Customer Experience Strategy as outlined in Attachment 1.

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4. CIVIC AND CEREMONIAL EVENTS POLICY

This is a report concerning a recommendation for the adoption of the Civic and Ceremonial Events Policy which amends the current Civic Events Policy.

RECOMMENDATION

That the revised Civic Events Policy as detailed in Attachment 1 be adopted.

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5. QUARTERLY EVENT SPONSORSHIP AND TICKET ALLOCATION REPORT

This is a receive and note report concerning event sponsorship approved in the period 1 July to 30 September 2021. This quarterly report to the Community, Culture, Arts and Sport Committee is required under the Event Sponsorship Policy.

RECOMMENDATION

A. That Council note the following event sponsorship was approved during the 1 July to 30 September 2021 period:

- Category 1 Event Sponsorship of $25,000 ex GST and marketing in-kind support to Tivoli Social Enterprises Ltd. for the '2021 New Year's Eve Countdown with Colour'.

B. That Council note there were no event sponsorship ticket allocations made.

NOTICES OF MOTION

MATTERS ARISING

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2021(08)

2 SEPTEMBER 2021

MINUTES

COUNCILLORS' ATTENDANCE:	Councillor Andrew Fechner (Chairperson); Councillors Kate Kunzelmann (Deputy Chairperson), Mayor Teresa Harding, Jacob Madsen, Deputy Mayor Nicole Jonic and Councillor Marnie Doyle (Observer)
COUNCILLOR'S APOLOGIES:	Nil
OFFICERS' ATTENDANCE:	Acting Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), Acting General Manager Corporate Services (Sylvia Swalling), Manager, Economic and Community Development (Cat Matson), Manager, Community and Cultural Services (Don Stewart), Chief of Staff, Office of the Mayor (Melissa Fitzgerald), Community Development Manager (Melissa Dower), Manager, Communication and Engagement (Laura Bos), Senior Digital Media and Content Officer (Jodie Richter), Senior Policy and Communications Officer (David Shaw), Manager, Marketing and Promotions (Carly Gregory), Natural Environment and Land Manager (Phil A. Smith), Team Leader Strategic Catchment and Conservation Planning (Tim Shields), Executive Services Manager (Wade Wilson), ProAv Professional Services Technician (Bradley Hebbard) and Theatre Technician (Harrison Cate)

ACKNOWLEDGEMENT OF COUNTRY

Councillor Andrew Fechner (Chairperson) moved a procedural motion to move outside of standing orders for an Acknowledgement of Country.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

Councillor Andrew Fechner moved a procedural motion to return to standing orders.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

In accordance with section 150EQ of the *Local Government Act 2009*, at Item 7 on the agenda, Councillor Jacob Madsen informed the meeting that he has a declarable conflict of interest in Item 7 titled 1 Nicholas Street - Fees and Charges for Community and Commercial Use.

The nature of the interest is that Councillor Madsen is a member of the Ipswich Trades Hall and Labour Day Committee Executive which manages the Ipswich Trades Hall which is adjacent to the CBD redevelopment works and the Trades Hall also has meeting rooms for community and commercial use.

Councillor Jacob Madsen invited the other councillors to determine if a conflict exists.

It was moved by Councillor Andrew Fechner and seconded by Councillor Kate Kunzelmann, that Councillor Jacob Madsen may participate in the meeting in relation to the matter, including by voting on the matter because the decision to adopt the proposed charges for community and commercial hire of select meeting rooms and event spaces at 1 Nicholas Street relates to an ordinary business matter of the local government as set out in section 150EF of the *Local Government Act 2009*.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Madsen (Abstain).
Kunzelmann	
Harding	
Jonic	

The motion was put and carried.

BUSINESS OUTSTANDING

Nil

CONFIRMATION OF MINUTES

1. CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2021(07) OF 5 AUGUST 2021

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Kate Kunzelmann:

That the minutes of the Community, Culture, Arts and Sport Committee No. 2021(07) held on 5 August 2021 be confirmed.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

OFFICERS' REPORTS

2. INDIGENOUS ACCORD 2020 - 2025 MILESTONE REPORT

This is a report concerning the Indigenous Accord 2020-2025 (Accord).

The Accord forms the basis for a shared journey between Indigenous and Non-Indigenous peoples in Ipswich. It contains targeted and specific activities and sets the agenda for cooperation, collaboration and partnership between Ipswich City Council and the Aboriginal and Torres Strait Islander communities.

This report provides an update on the Accord milestones achieved in the March 2021 to September 2021 period.

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Kate Kunzelmann:

That the Indigenous Accord Milestone Report - September 2021 be received and the contents noted.

Mayor Teresa Harding proposed the following supplementary motion:

B. That a spreadsheet be provided to Council as an update on all the activities in the Accord.

The mover and seconder of the original motion agreed to the proposed supplementary motion.

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Kate Kunzelmann:

A. That the Indigenous Accord Milestone Report - September 2021 be received and the contents noted.

B. That a spreadsheet be provided to Council as an update on all the activities in the Accord.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

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3. SAFER SENIORS PROGRAM

This is a report concerning the Safer Seniors Program to be held in partnership with Able Australia and in consultation with the Queensland Police Service - Ipswich District Crime Prevention Unit, Queensland Health Older Persons Mental Health Unit, Aged Disability Advocates Australia, Queensland Fire and Emergency Services and Bendigo Bank.

The program consists of eight workshops targeted at our senior community to enhance a sense of empowerment by providing effective safety strategies. This aims to improve the quality of life for our seniors so they continue being active members in the community

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Deputy Mayor Nicole Jonic:

That the Safer Seniors Program report be received and the contents noted.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

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4. GET READY COMMUNITY SAFETY AND CRIME PREVENTION EXPO

This is a report concerning the Get Ready Community Safety and Crime Prevention Expo to be held in partnership with Queensland Police Services on Sunday 17 October 2021 (Get Ready Queensland Week).

HRECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Deputy Mayor Nicole Jonic:

That the Get Ready Community Safety and Crime Prevention Expo Report be received and the contents noted.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

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5. MAJOR EVENT SPONSORSHIP - 2021 COUNTDOWN WITH COLOUR NEW YEAR'S EVE EVENT

This is report concerning the Major Event Sponsorship application by Tivoli Social Enterprises for $25,000 in financial support for the 2021 Countdown with Colour New Year’s Eve event to be held Friday, 31 December 2021.

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Mayor Teresa Harding:

That Council endorse $25,000 ex GST in Major Event Sponsorship for financial support to Tivoli Social Enterprises for the 2021 Countdown with Colour New Year's Eve event.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

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6. COMMUNITY CHRISTMAS CAROLS 2021

Council has previously resolved to support a series of community carol events via Major Community Event Sponsorship:

- In August 2019 Council resolved to provide support to Brassall Christmas in the Park and Carols at Robelle Domain with three-year agreements.
- In June 2020 Council resolved to provide support to the Redbank Plains Community Christmas Carols and the Tivoli Christmas Carols with a two year and single year agreement respectively.

This is a report concerning amendments needed to two council resolutions regarding Major Community Event Sponsorship of three community Christmas carols in the region.

Due to the ongoing implications of COVID-19 and its impact on the likelihood of these events securing further local business sponsorship, this report seeks to increase the level of support approved by council to provide additional in-kind assistance to three community Christmas carols in 2021.

RECOMMENDATION

A. That the previous decision of Council, as per Recommendation A of Item 2 of the Economic Development Committee No. 2019(08) and adopted at the Council Ordinary Meeting of 20 August 2019, titled Community Christmas Carols –

Partnership Agreements, be amended by including an additional $3,605.80 in-kind support for the 2021 carols event for Brassall Christmas in the Park.

B. That the previous decision of Council, as per Recommendation B of Item 2 of the Economic Development Committee No. 2019(08) and adopted at the Council Ordinary Meeting of 20 August 2019, titled Community Christmas Carols – Partnership Agreements, be amended by including an additional $6,046.95 in-kind support for the 2021 carols event for Carols at Robelle Domain.

C. That the previous decision of Council, as per Recommendation A of Item 9 of the General Purposes Committee No. 2020(02) of 23 June 2020, titled Major Community Event Sponsorship, be amended by including an additional $6,128.07 in-kind support for the 2021 carols event for Redbank Plains Community Christmas Carols.

D. That council note that the value of the in-kind support may increase slightly as some costs are expected to increase in the 2021-2022 financial year.

Mayor Teresa Harding proposed a variation to the motion:

That Recommendations A, B and C include at the end of the recommendation, the total support provided to each community event as outlined below:

A. (bringing the total to $18,605.80)
B. (bringing the total to $21,046.95)
C. (bringing the total to $21,128.07)

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Mayor Teresa Harding:

A. That the previous decision of Council, as per Recommendation A of Item 2 of the Economic Development Committee No. 2019(08) and adopted at the Council Ordinary Meeting of 20 August 2019, titled Community Christmas Carols – Partnership Agreements, be amended by including an additional $3,605.80 in-kind support for the 2021 carols event for Brassall Christmas in the Park (bringing the total to $18,605.80).

B. That the previous decision of Council, as per Recommendation B of Item 2 of the Economic Development Committee No. 2019(08) and adopted at the Council Ordinary Meeting of 20 August 2019, titled Community Christmas Carols – Partnership Agreements, be amended by including an additional $6,046.95 in-kind support for the 2021 carols event for Carols at Robelle Domain (bringing the total to $21,046.95).

C. That the previous decision of Council, as per Recommendation A of Item 9 of the General Purposes Committee No. 2020(02) of 23 June 2020, titled Major Community Event Sponsorship, be amended by including an additional

$6,128.07 in-kind support for the 2021 carols event for Redbank Plains Community Christmas Carols (bringing the total to $21,128.07).

D. That council note that the value of the in-kind support may increase slightly as some costs are expected to increase in the 2021-2022 financial year.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

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7. 1 NICHOLAS STREET - FEES AND CHARGES FOR COMMUNITY AND COMMERCIAL USE

This is a report proposing the new fees and charges to be applied to publicly bookable meeting and event spaces within the 1 Nicholas Street building.

RECOMMENDATION

That Council adopt the proposed charges for community and commercial hire of select meeting rooms and event spaces at 1 Nicholas Street, as detailed in Attachment 1.

During discussion of this matter, Councillor Jacob Madsen raised a point of order in relation to a possible conflict of interest in that there are meeting rooms available at the Ipswich Trades Hall of which he is on the Executive.

In accordance with section 150EQ of the *Local Government Act 2009*, Councillor Jacob Madsen informed the meeting that he has a declarable conflict of interest in Item 7 titled 1 Nicholas Street - Fees and Charges for Community and Commercial Use.

The nature of the interest is that Councillor Madsen is a member of the Ipswich Trades Hall and Labour Day Committee Executive which manages the Ipswich Trades Hall which is adjacent to the CBD redevelopment works and the Trades Hall also has meeting rooms for community and commercial use.

Councillor Jacob Madsen invited the other councillors to determine if a conflict exists.

It was moved by Councillor Andrew Fechner and seconded by Councillor Kate Kunzelmann, that Councillor Jacob Madsen may participate in the meeting in relation to the matter, including by voting on the matter because the decision to adopt the proposed charges for

community and commercial hire of select meeting rooms and event spaces at 1 Nicholas Street relates to an ordinary business matter of the local government as set out in section 150EF of the *Local Government Act 2009*.

Mayor Teresa Harding proposed the following supplementary motion:

B. That Council's fees and charges guideline: Waiving, Discounting, Withdrawing, Quoting and Discretionary Application of Fees and Charges, is reviewed in consultation with councillors.

Following discussion, Mayor Teresa Harding withdrew her proposed supplementary motion noting that the Chief Executive Officer will provide an update on this matter to the committee.

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Kate Kunzelmann:

That Council adopt the proposed charges for community and commercial hire of select meeting rooms and event spaces at 1 Nicholas Street, as detailed in Attachment 1.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Jonic	

The motion was put and carried.

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 10.48 am.

The meeting closed at 11.35 am.

Doc ID No: A7565344

ITEM: 2

SUBJECT: DRAFT ACTIVE IPSWICH STRATEGY 2031

AUTHOR: SPORT AND RECREATION OFFICER (PHYSICAL ACTIVITY)

DATE: 15 SEPTEMBER 2021

EXECUTIVE SUMMARY

This is a report concerning the endorsement of the Active Ipswich Strategy 2031 and the prioritised Implementation Plan contained within the Strategy.

RECOMMENDATION/S

A. That Council endorse the Active Ipswich Strategy 2031, including the prioritised Implementation Plan.

B. That Council nominate two elected officials to represent Council on the Healthy, Active Alliance as per the Active Ipswich Strategy 2031 Implementation Plan Action 1.1.

RELATED PARTIES

There are no discernible conflicts of interest arising as a result of this report and its recommendations.

IFUTURE THEME

Vibrant and Growing

PURPOSE OF REPORT/BACKGROUND

The Active Ipswich Strategy 2031 (AIS2031) has been identified in the Ipswich iFuture Corporate Plan as a catalyst project for 2021-2026. The AIS2031 is a key project outcome under the 'Vibrant and Growing' theme, which seeks to ensure that 'our city is active and healthy with a variety of activities, facilities and services on offer for all to take part'.

The AIS2031 is a review, update and amalgamation of two current strategies which have reached the end of their planning life. The two strategies that are being reviewed and absorbed into the AIS2031 are:

- The Open Space and Recreation Strategy 2014 (OSRS) – Council's overarching strategy which has set the strategic direction for planning and delivery of open space and recreation for the City of Ipswich;

- The Sport and Recreation Strategy 2015-2020 (SRS) – Council's five-year strategy and targeted action plan to provide greater sport and recreation opportunities within the City of Ipswich.

The AIS2031 has been developed by an internal, inter-departmental project team encompassing staff from Infrastructure and Environment and Community, Cultural and Economic Development departments.

The development and adoption of the AIS2031 will provide Council with clear and focussed strategic direction, meaningful goals and targeted actions for the planning, management and activation of open space, infrastructure and recreational services and programs in response to the needs of the community.

The AIS2031 proposes the following vision:

"Improving the quality of life and health of the community through greater access to passive and active recreation, sport and physical activity through the sustainable provision of land, infrastructure, facilities, services and opportunities".

To meet this vision, the AIS2031 identifies three distinct goals, aligning to the current Active City Policy:

1. Increased participation
2. Better Places
3. Stronger Partnerships

Finally, a series of actions are proposed through the AIS2031 Implementation Plan, under the elements of:

1. Strategy, Governance and Management
2. Network Planning and Urban Design
3. Formal Participation
4. Informal Participation

The detailed Implementation Plan can be found in the Active Ipswich Strategy (pages 42 to 47 of Attachment A). The Implementation Plan details a series of prioritised actions to be delivered over the next ten-years. Of particular note is *Action 1.1*. detailing the establishment of a regional 'Healthy, Active City Alliance'. It is envisaged that this action will bring together local organisations and community groups working towards a similar goal of creating an active and healthy city with the view to be a strong, collaborative regional partnership. It is also proposed that the Alliance would include representation by two Ipswich City Council elected officials. The Alliance has been identified as a high priority action and is foreseen to be established during the 2021 financial year.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions: *Not Applicable*

RISK MANAGEMENT IMPLICATIONS

The risk in not approving the recommendation is that Council will not have any strategic direction in place for the planning of open space and recreation facilities, nor strategic direction for the activation of such facilities. With the population of Ipswich set to double by 2040, this leaves the City vulnerable in not proving adequate facilities for recreational pursuits for its people.

The AIS2031 has also been identified as a catalyst project contributing towards the 'Vibrant and Growing' outcome of the iFuture Corporate Plan. Failure to endorse the AIS2031 could impede Council's ability to deliver upon this outcome and the subsequent goal of 'our city is active and healthy with a variety of activities, facilities and services on offer for all to take part'.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Recommendation A states that Council endorse the Active Ipswich Strategy 2031, including the prioritised Implementation Plan. Recommendation B states that Council nominate two elected officials to represent Council on the Healthy, Active Alliance as per the Active Ipswich Strategy 2031 Implementation Plan Action 1.1
(b) What human rights are affected?	No human rights are affected by this decision. This is because the Active Ipswich Strategy is setting a high-level strategic direction for the purposes of prioritising and directing Council's 10-year work plan in the open space planning and sport and recreation services.
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

The Active Ipswich Strategy 2031 is currently unfunded. If endorsed, actions identified within the AIS2031 will be delivered either as:

- Business as usual work
- Annual operational and capital expenditure budgeting processes
- Grant funding
- Collaborative partnership opportunities

COMMUNITY AND OTHER CONSULTATION

Work on the AIS2031 began in late 2019 (after the completion of the 'Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City' (Ipswich Physical Activity Trends Study). This study formed the evidence based to inform the development of the Active Ipswich Strategy 2031. The Ipswich Physical Activity Trends Study involved community consultation with responses from over 1,500 community members and 64 sport and recreation clubs in Ipswich. This consultation was also supplemented with additional questions to the community via Shape Your Ipswich.

The project team has engaged with key internal stakeholders and specialists from multiple departments within Council. To date, the project team has engaged with the following Council business areas as part of the strategy's initial scoping and ongoing content development:

- Community, Cultural and Economic Development
    - Community and Cultural Services Branch
- Infrastructure and Environment Department
    - Infrastructure Strategy Branch
    - Environment and Sustainability Branch
- Coordination and Performance Department
    - Performance Branch
- Planning and Regulatory Services Department
    - City Design (Social Planning)

At the 1 December 2020 Councillor Briefing Session, the Active Ipswich Strategy project was presented to Mayor and Councillors with next steps including the public display and feedback via Shape Your Ipswich and a report to Council for endorsement.

On 14 September the Chair (Councillor Fechner) and Deputy Chair (Councillor Kunzelmann) of the Community, Culture, Arts and Sport Committee met with relevant officers to review the Draft Active Ipswich Strategy 2031.

CONCLUSION

The Active Ipswich Strategy 2031 (AIS2031) has been identified in the Ipswich iFuture Corporate Plan as a catalyst project for 2021-2026. The Active Ipswich Strategy 2031 will play a key role in the future identification, planning, development and activation of the city's sport, recreation and physical activity facilities.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Draft Active Ipswich Strategy 2031

Marnie Orr
SPORT AND RECREATION OFFICER (PHYSICAL ACTIVITY)

I concur with the recommendations contained in this report.

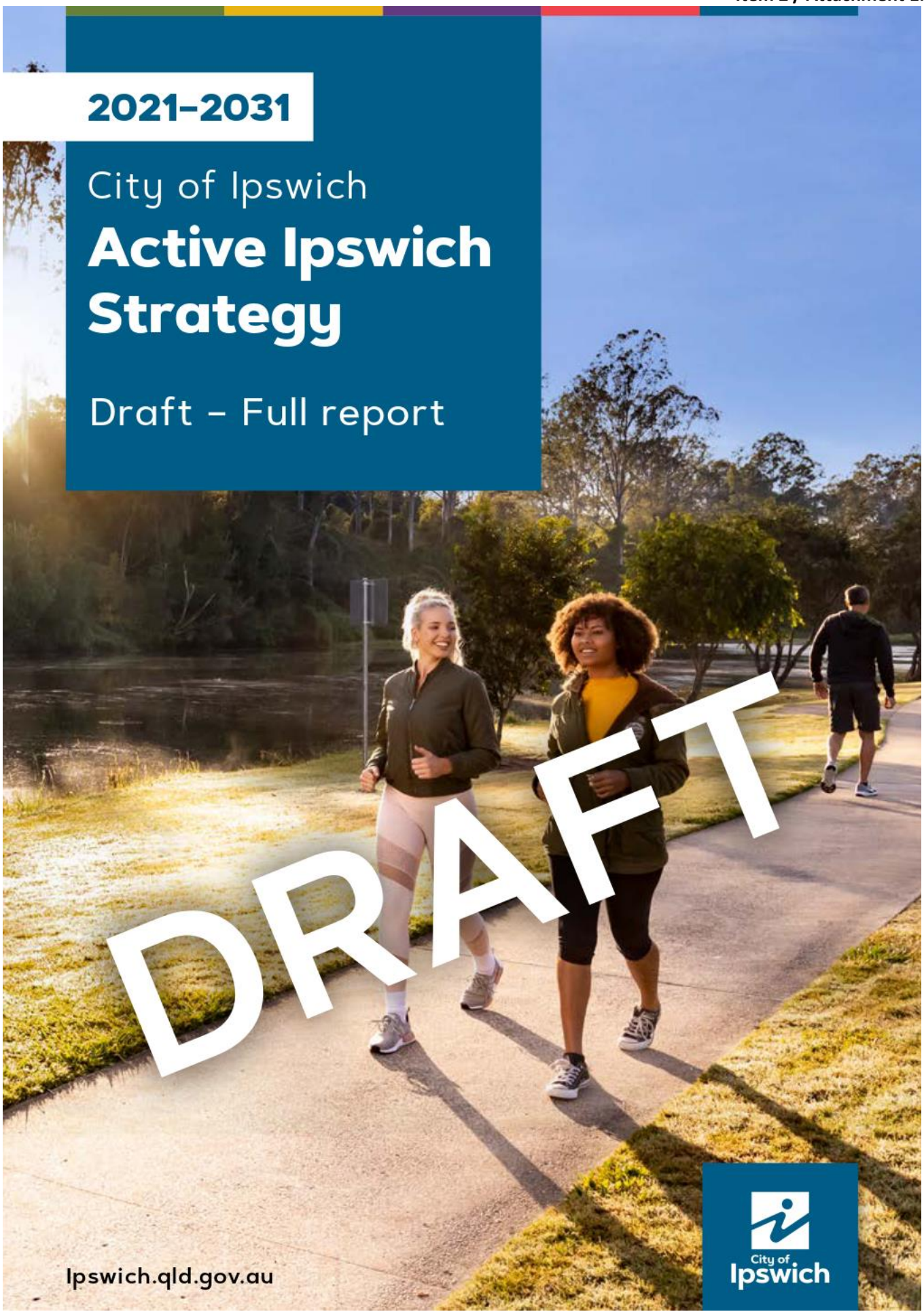
Don Stewart
MANAGER, COMMUNITY AND CULTURAL SERVICES

I concur with the recommendations contained in this report.

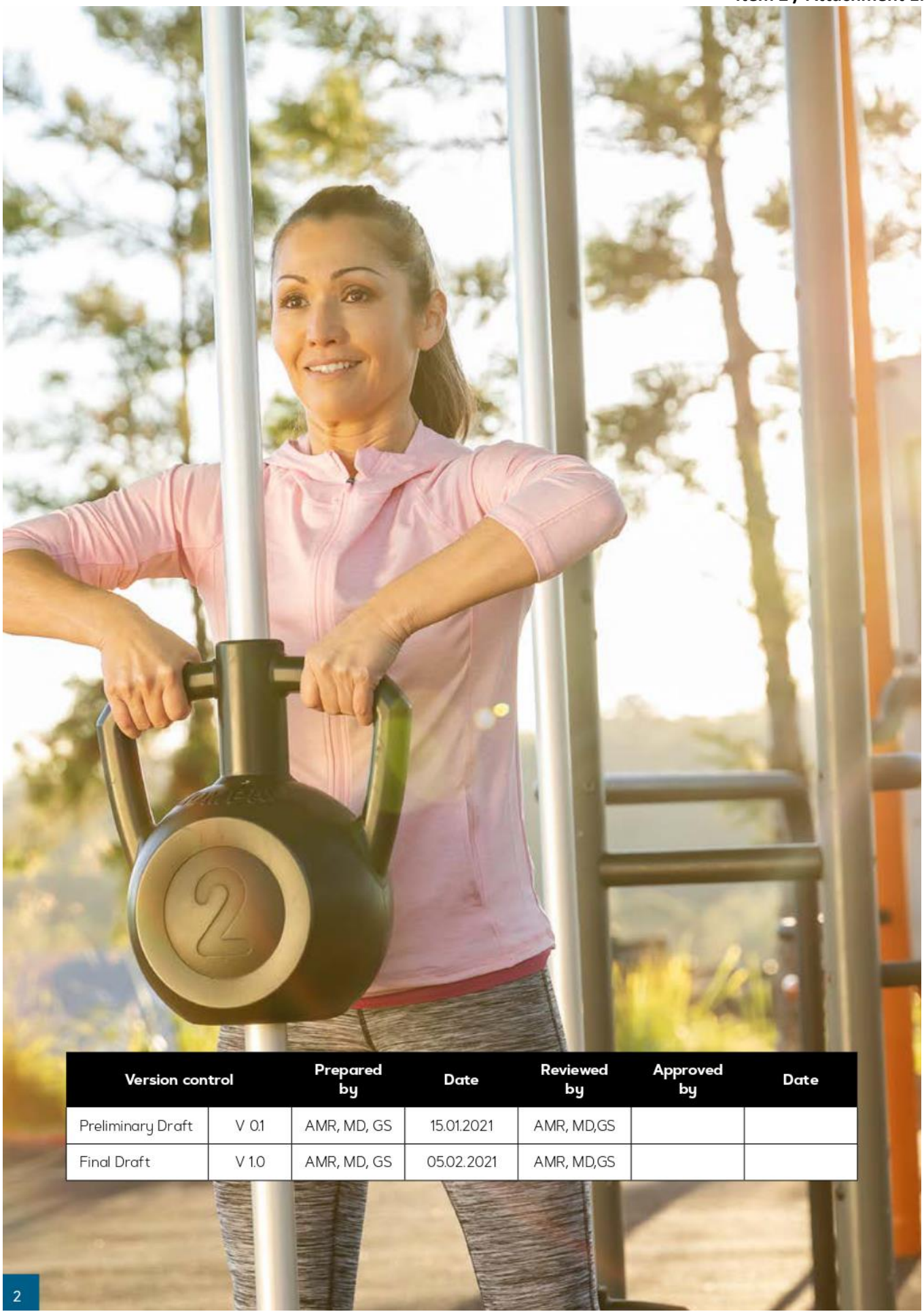
Ben Pole
GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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

Item 2 / Attachment 1.



Item 2 / Attachment 1.



Version control		Prepared by	Date	Reviewed by	Approved by	Date
Preliminary Draft	V 0.1	AMR, MD, GS	15.01.2021	AMR, MD,GS		
Final Draft	V 1.0	AMR, MD, GS	05.02.2021	AMR, MD,GS		

2

CONTENTS

EXECUTIVE SUMMARY **4**
VISION 6
MAKING IT HAPPEN 8
INTRODUCTION **9**
WHAT IS THE ACTIVE IPSWICH STRATEGY? 10
POLICY AND STRATEGIC CONTEXT **12**
POPULATION GROWTH AND CHANGE **14**
POPULATION HEALTH STATUS **17**
WHAT IS PHYSICAL ACTIVITY? 19
PHYSICAL ACTIVITY GUIDELINES 20
BENEFITS OF PHYSICAL ACTIVITY **22**
IPSWICH PHYSICAL ACTIVITY TRENDS 25
SUMMARY OF THE ACTIVITY PATTERNS IN THE IPSWICH COMMUNITY 26
HOW ACTIVE IS IPSWICH? 27
THE ROLE OF OPEN SPACE **28**
WHAT IS OPEN SPACE? 29
OPEN SPACE NETWORK 29
HOW HAS THE COMMUNITY SHAPED THE ACTIVE IPSWICH STRATEGY? **33**
CONSULTATION OUTCOMES 36
IMPLEMENTATION PLAN **38**
VISION 39
GOALS 39
FOCUS ELEMENTS 40
REPORTING **48**
AIS TARGETS 50

Item 2 / Attachment 1.

EXECUTIVE SUMMARY

The City of Ipswich currently has a population of 228,000[1] and is set to more than double by 2040. Almost 10,000 people are moving to Ipswich annually, due to its popularity as a place to live, work and play. As a result, Ipswich is the fastest growing city in Queensland and one of the top ten fastest growing cities in Australia. With this rapid growth comes the need for well-considered strategic direction, governance and oversight to guide and coordinate council's operations and continue to help support and improve the health and well-being of the community.

The **Active Ipswich Strategy 2031** (branded 'AIS2031') is council's commitment to improving health and wellbeing by creating a more active city. AIS2031 is council's ten year (2021–2031) strategy to improve participation in, and increasing opportunities for, physical activity in Ipswich. This strategy provides council with clear and focussed strategic direction, meaningful goals and targeted actions for the planning, management and provision of open space land, infrastructure and recreational services and programs in response to the growth and demands of Ipswich and its community.

The development of this strategy has considered:

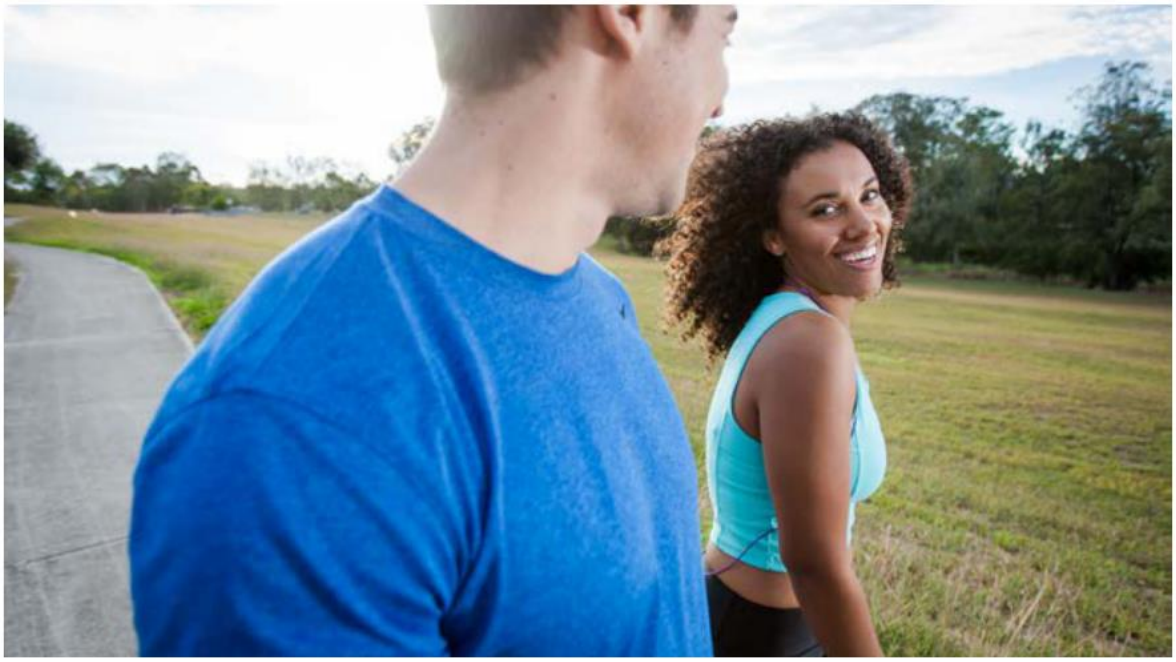
- the community's current and future participation and preferences in physical activity
- how the community use and access public open space
- barriers and motivation to participation
- community health issues related to physical activity
- how council is able to best respond to this range of issues.

The benefits that regular participation in physical activity have on a community are well documented locally, national and globally. Physical activity not only offers tremendous benefits to a person's physical health, but also mental and social health. At a broader scale, regular participation in physical activity can produce significant benefits to the community, economy and the environment.

Increasing physical activity levels in the city is a complex, dynamic and challenging commitment for a local government to undertake. However, AIS2031 recognises this and provides council with a strategy which:

- builds on a strong existing foundation of resources, land and infrastructure
- develops capacity and capability required to respond to a rapidly transforming and growing city
- seeks to strengthen and harness relationships between council, the community, businesses and all levels of government.

In recognition of the importance of the AIS2031, this strategy has been identified as a 'catalyst project' in council's Corporate Plan – iFuture. This represents council's commitment to a stronger, more coordinated and strategic approach to ensuring more targeted planning and investment occurs to help ensure our city's community places and green spaces are planned to maximise access and participation in physical activity.

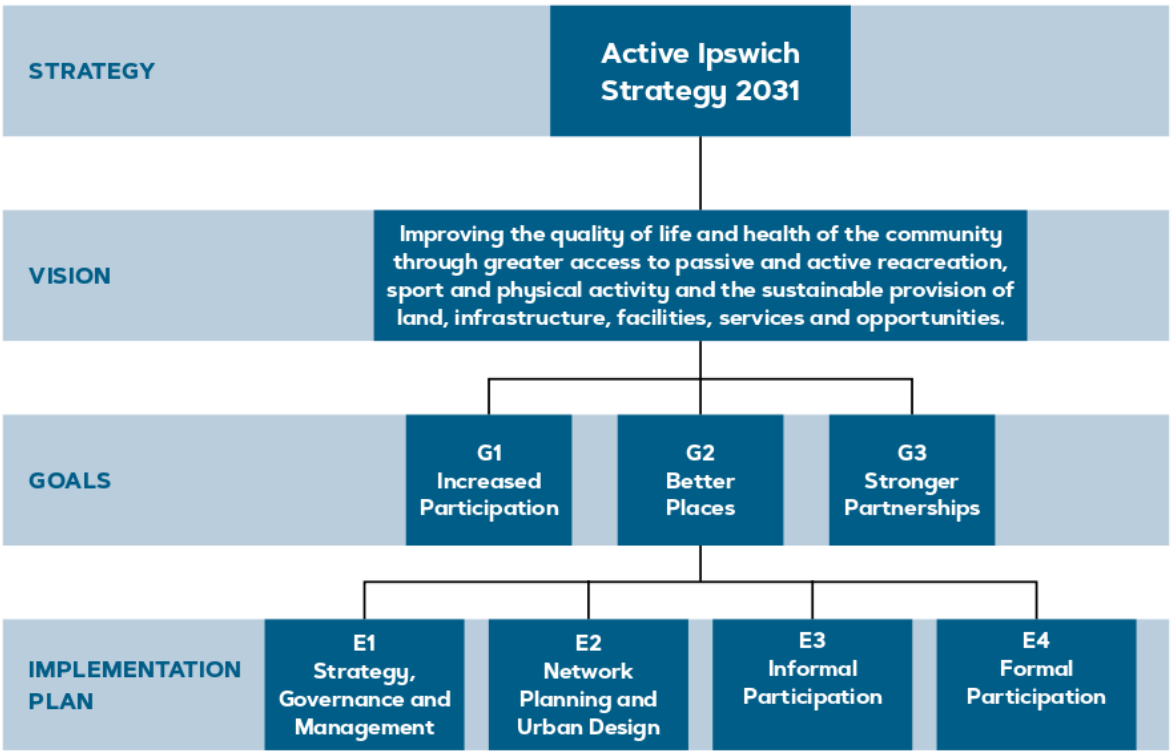


VISION

The AIS2031 sets the following vision for a more active Ipswich by the year 2031:

Improving the quality of life and health of the community through greater access to passive and active recreation, sport and physical activity and the sustainable provision of land, infrastructure, facilities, services and opportunities.

The following diagram summarises the structure of AIS2031 and how council will realise this vision through goals, elements and implementation plans:



Item 2 / Attachment 1.

MAKING IT HAPPEN

PRIORITY ACTIONS

The AIS2031 identifies 16 priority actions which are required by 2024.[2] These high priority actions are necessary to achieve the goals and objectives of the AIS2031 and support council's corporate objectives. For full details of the AIS2031 Implementation Plan, refer to page 41.

Action	Ref. No.	Description	High (2021–2024)	MEDIUM (2025–2028)	LOW (2029–2031)
1	E 1.1	Establish a regional 'Healthy, Active City' Alliance	■		
2	E 1.2	Establish a cross functional Active Ipswich Strategy Working Group	■		
3	E 1.3	Develop an Open Space Policy	■		
4	E 1.4	Develop an Open Space Planning Procedure	■		
5	E 1.5	Establish a new Program Coordinator and business capacity building	■	■	■
6	E 1.6	Monitoring and reporting	■		
7	E 2.1	Develop a new Open Space Strategic Plan (OSSP) to guide and prioritise the planning, design and delivery of the complete open space network	■	■	■
8	E 2.2	Sport and Recreation Facilities	■		
9	E 2.3	Sustainable water consumption	■		■
10	E 2.4	Urban Greening Action Plan	■		
11	E 2.5	Urban Design Framework for Ipswich	■		
12	E 3.1	Recreational Cycling and Walking Action Plan	■		
13	E 3.2	Aquatic Facilities Action Plan	■		
14	E 3.8	Mountain Biking Action Plan	■		
15	E 2.7	Strategic master planning	■		
16	E 4.2	Sustainable clubs and sporting industry	■		
17	E 1.8	Physical Activity Trends Study – minor review		■	
18	E 2.6	Natural Area Network Recreation Carrying Capacity review		■	
19	E 2.8	Conservation Estate Activation Action Plan		■	
20	E 3.4	Fitness Equipment Action Plan			■
21	E 3.7	Outdoor Recreation Action Plan		■	
22	E 4.1	Indoor Sport Action Plan		■	
23	E 3.6	Dog Off Leash Area Action Plan			■
24	E 3.9	Canoeing Action Plan			■
25	E 3.10	Rock Climbing Action Plan			■
26	E 3.5	Skate and BMX Action Plan			■
27	E 1.8	Physical Activity Trends Study – major review			■

Table 1: Priority Actions

■ Timeframe in which actions are required
■ Timeframe in which a recurring action is required

[2] Council's priorities are subject to council review, prioritisation and approval in accordance with council's annual budget development processes.

Item 2 / Attachment 1.

INTRODUCTION

Ipswich City Council is committed to enhancing the quality of life for the community. The AIS2031 acts on this commitment and sets a new direction for improving the quality of life of the community through creating a more active city.

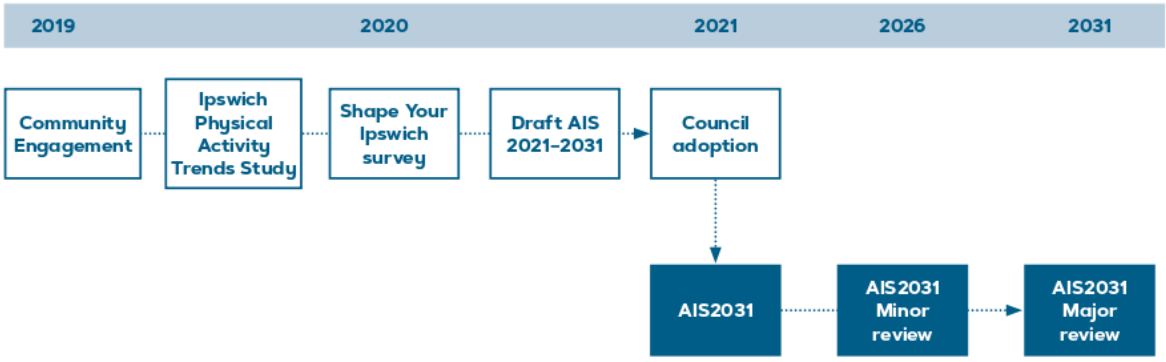
Being active and participating in physical activity are vital ingredients to enhancing quality of life. The benefits of regular participation in physical activity have been widely promoted at all levels of government and include not only benefits to an individual's physical health, but also mental and social health. Furthermore, benefits of regular participation in physical activity can produce significant benefits to the economy, community and the environment.

A commitment to a more active city is broad, complex and multi-faceted and requires an integrated and collaborative approach across government agencies, allied health services, community and industry. AIS2031 provides council with a roadmap to navigating these complexities to achieve a sustainable and active future for our city by increasing physical activity levels and decreasing physical inactivity.

Through a holistic public health lens, there are numerous government agencies, allied health services, organisations and networks involved in the health of our community. However, Ipswich City Council is perhaps best placed to influence – and lead – enhancing health and wellbeing of the community through opportunities for physical activity.

WHAT IS THE ACTIVE IPSWICH STRATEGY?

The development of the AIS2031 is a review, update and consolidation of former open space, sport and recreation strategies and further extends upon council's current planning frameworks, policies and strategies. The strategy commenced in 2019 with extensive community engagement which informed a comprehensive analysis of the city's participation in physical activity. The AIS2031 has been reinforced, informed and reviewed by a range of disciplines, professionals, leading industry experts and comprehensive engagement and input from our community.



Council acknowledges that open space, physical activity, health and the activation and programming of council's open space and facilities is complex, takes time and involves a range of systems, structures, processes, resources and partners. However, through the implementation of the AIS2031, council will navigate these challenges and continue to lead the way in providing access for the community to a range of vibrant, diverse, innovative and inclusive sport, recreation and physical activity opportunities to help improve the community's health and wellbeing through physical activity.

In order to achieve this, AIS2031 provides council with a comprehensive strategic view on the planning, capacity building, actions and interventions necessary to review and recalibrate the city's trajectory of open space provision, infrastructure, operations and services in response to ongoing growth and change of the city.

The AIS2031 aligns closely with council's iGO (Integrated Transport Plan) and the associated Active Transport Action Plan (ATAP). As such, AIS2031 encompasses and considers all forms of physical activity which can improve health and well-being, while ATAP specifically considers activities relevant to planning and implementing an integrated transport network. For information concerning what is considered as Active Transport, refer to council's ATAP.

AIS2031 is council's overarching strategy for the following activity types and the essential services and operations to support these activities:

ACTIVE IPSWICH STRATEGY	
PHYSICAL ACTIVITY TYPES	**SUPPORT SERVICES AND OPERATIONS**
▪ Sport ▪ Passive and active recreation ▪ Outdoor/nature-based recreation	▪ Strategy and policy ▪ Network planning, design and delivery ▪ Trunk infrastructure planning (LGIP) ▪ Activation and engagement ▪ Programs, activities and partnerships ▪ Land and facility delivery and management

Item 2 / Attachment 1.

POLICY AND STRATEGIC CONTEXT

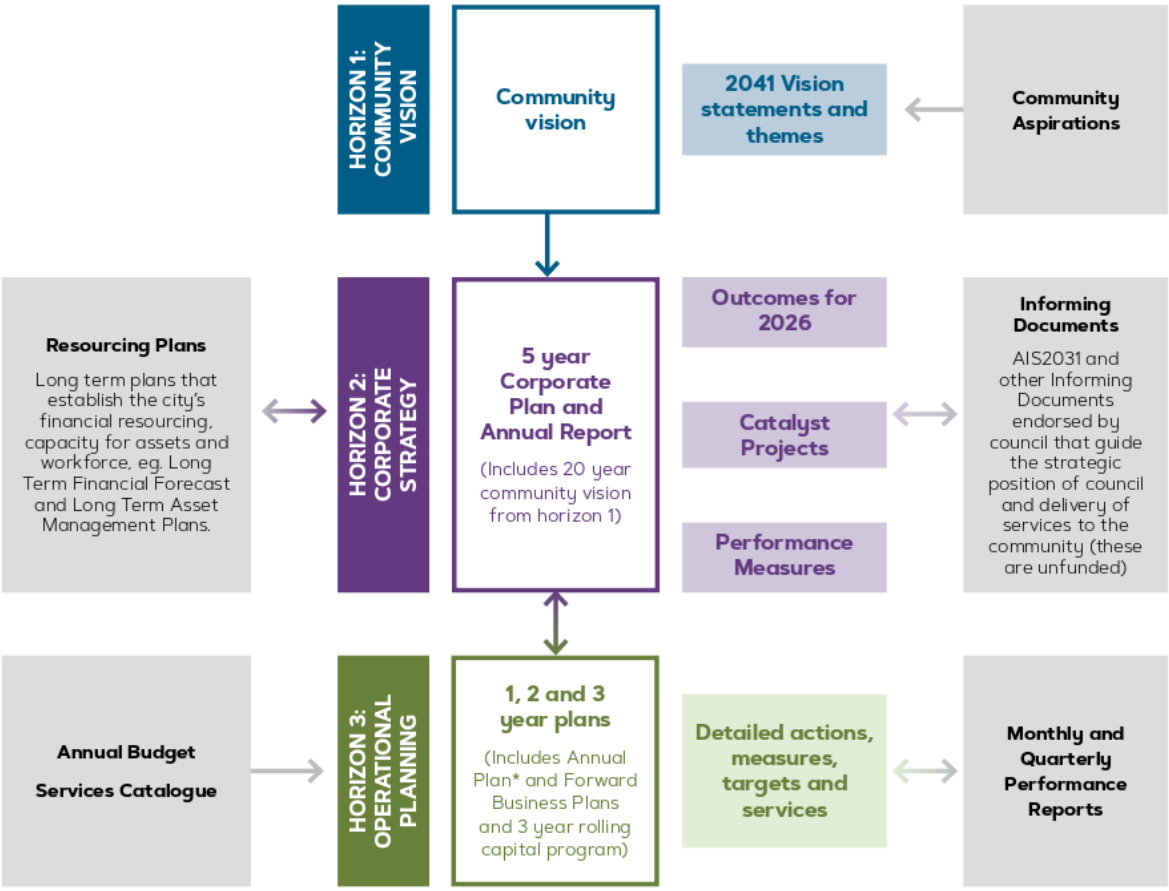
The AIS2031 is identified as a 'Catalyst Project' within iFuture: Corporate Plan 2021–2026. This highlights council's commitment to delivering this strategy and annually report upon the performance and progress of its implementation. Council's corporate planning cycle operates under council's Integrated Planning and Reporting Framework. This framework identifies three planning horizons within which council delivers its corporate vision, objectives and day-to-day business of council.

The diagram below illustrates the important role that strategies play in the identification and prioritisation of planning, programs, services, and other activities for the organisation and the associated budget.

Strategies are essential in ensuring goals and objectives are measurable and able to be accurately reported on and play a vital role in the function and success of the planning and reporting framework.

To support AIS2031, strategic direction, implementation plans and action plans inform council's network planning, master planning, programs and services, investment and corporate planning activities moving forward. They will also be used to assist with advocating for and justifying external funding from higher levels of government and the private sector.

COUNCIL'S INTEGRATED PLANNING AND REPORTING FRAMEWORK:



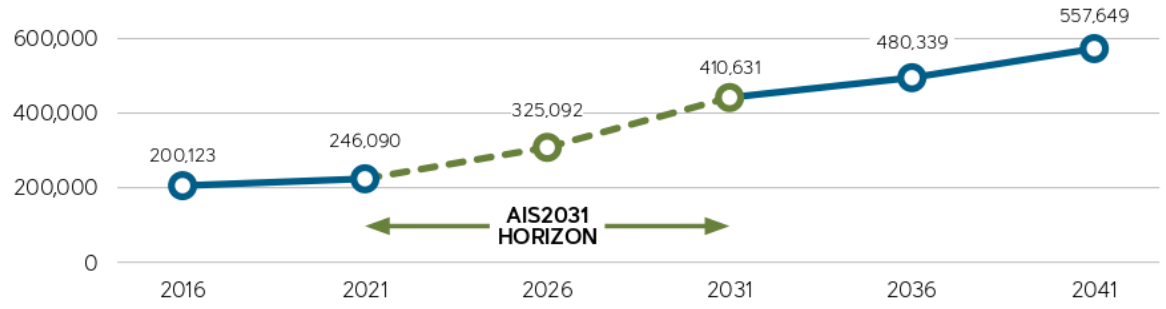
*Annual Plan is funded.

Item 2 / Attachment 1.

POPULATION GROWTH AND CHANGE

Ipswich City Council and South East Queensland (SEQ) have sustained population growth for a number of decades and current population forecasts project this trend to continue until at least 2041.[3] The graph below illustrates the city's projected growth from 2021 to 2041 (Figure 2) and the relative growth to some of the other higher growth cities in South East Queensland (Figure 3).

POPULATION PROJECTIONS FOR 2041*



*Queensland Government population projections, 2018 edition: Local government areas snapshot

Figure 2: Population growth of Ipswich over the next 20 years and the growth projected over the life of this strategy

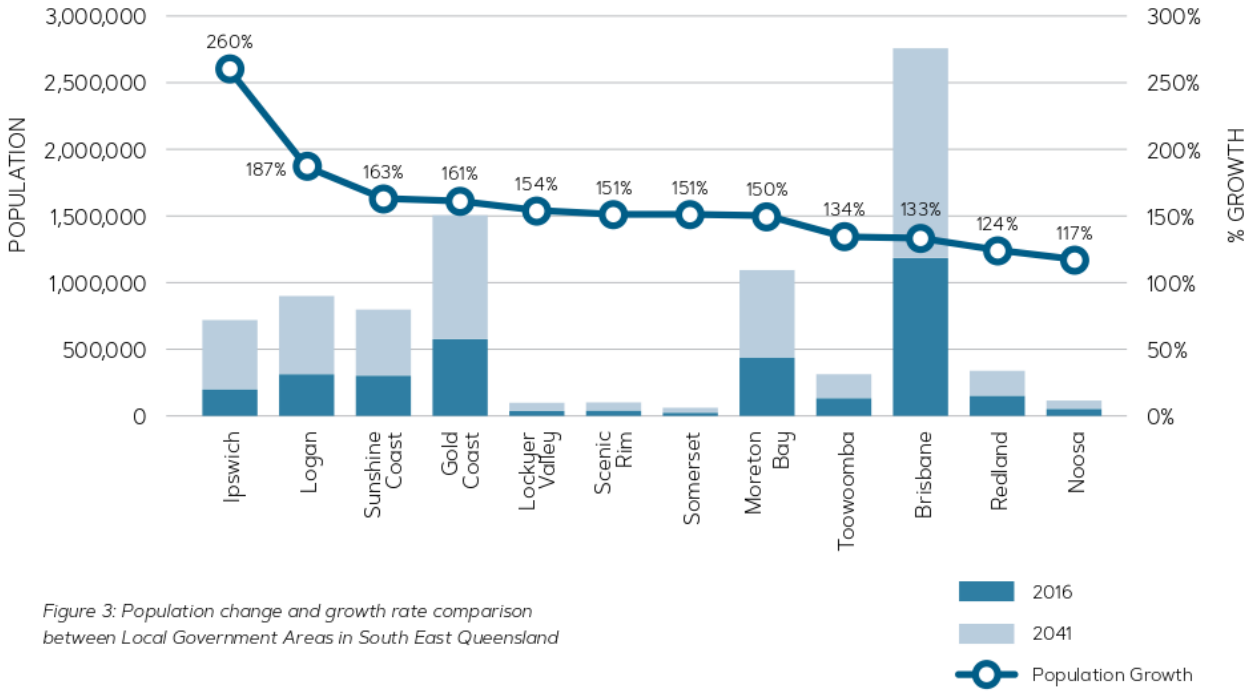


Figure 3: Population change and growth rate comparison between Local Government Areas in South East Queensland

As illustrated in Figure 4, within Ipswich a large proportion of this growth will be in the suburbs of Ripley, Rosewood and the Ipswich eastern corridor (Bellbird Park, Brookwater, Springfield Lakes and Redbank Plains).

[3] QLD Government Population Projections: Regions, 2018 edition

GROWTH RATES WITHIN IPSWICH

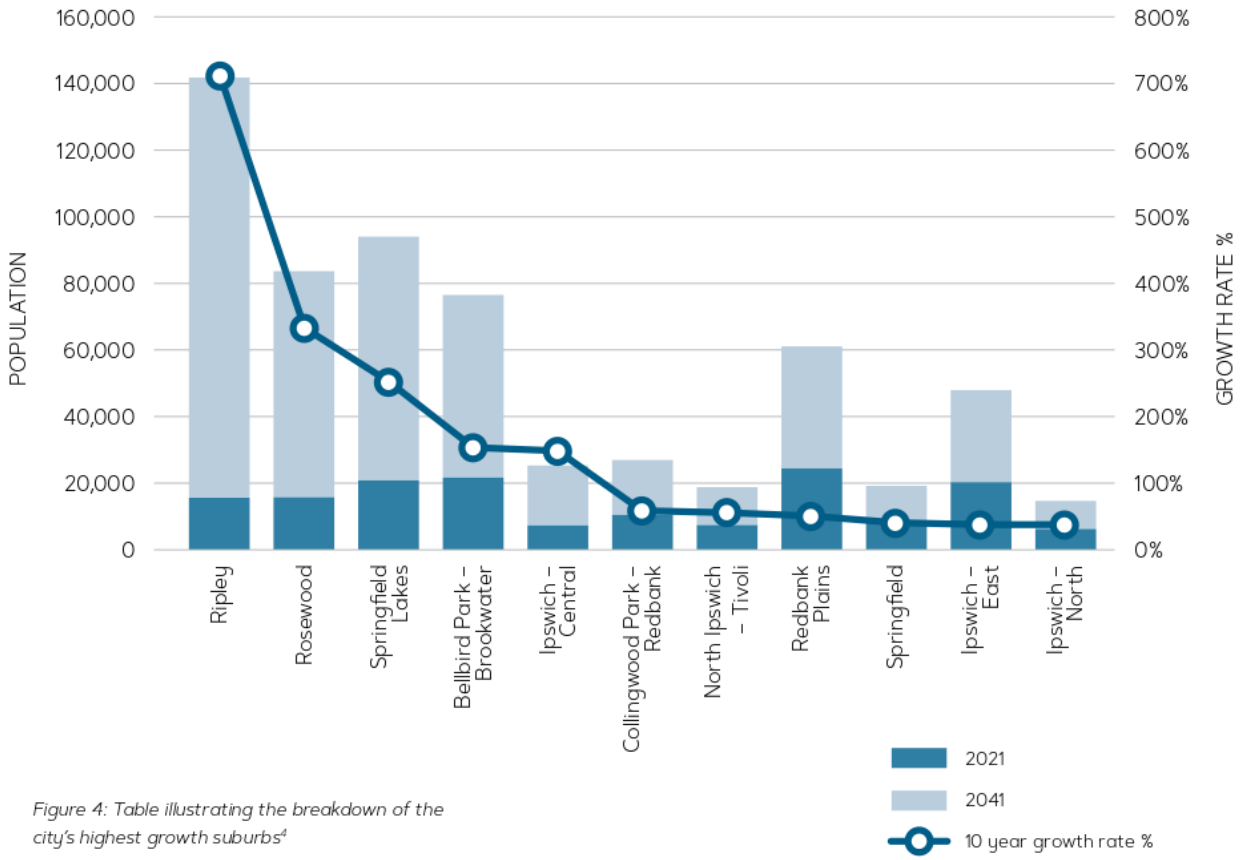


Figure 4: Table illustrating the breakdown of the city's highest growth suburbs[4]

This unprecedented growth, rapidly increasing demand on resources, land and infrastructure places Ipswich in a unique, challenging, yet exciting position. This growth and demand requires a renewed emphasis on planning and careful consideration and prioritisation of what is needed to ensure council is responsive and adaptive to the community's requirements for healthy and active living while identifying the most appropriate and sustainable delivery of council's infrastructure, services, operations and budget.

[4] Source: Queensland Government population projections, 2018 edition; Australian Bureau of Statistics, Population by age and sex, regions of Australia, 2016 (Cat no. 3235.0).

Item 2 / Attachment 1.

POPULATION HEALTH STATUS

The Ipswich region has a high health risk factor profile; a comparatively high proportion of adults smoke daily and are overweight or obese. Some 61.3% have at least one risk factor (smoking, harmful use of alcohol, physical inactivity or obesity). Obesity and physical activity have been identified as significant risk factors within Ipswich.

Correlations between unemployment/underemployment and poor health outcomes have been well researched and documented. Lower income levels, social isolation and negative health behaviours such as unhealthy eating, increased alcohol intake and substance abuse can all contribute to poor health outcomes and low levels of physical activity.

In 2017–18, 64.5% of adult West Moreton Health residents were overweight or obese (self-reported data) and 14.6% reported being daily smokers; both risk factors reported a prevalence rate significantly higher than the Queensland rate. Just over half (50.2%) reported doing sufficient physical exercise for health benefit, which is significantly lower than the prevalence in Queensland (60.0%). Almost one in three (29.9%) children who reside in the West Moreton Health catchment (5 to 17 years) were overweight or obese and only 46.4% did sufficient physical activity for health benefit.

In 2015 the Heart Foundation identified Ipswich as having the fourth highest prevalence of obesity and physical inactivity across all of Australia. Across Queensland, Ipswich is the second most obese and inactive city.[5]

[5] National Heart Foundation, 2015

WHAT IS PHYSICAL ACTIVITY?

'Physical activity' is activity that gets your body moving, makes your breathing become quicker and your heart beat faster. You can be physically active in many different ways, at any time of day. It can result from incidental movement at home (for example, stretching to reach a shelf) or work-related activity (such as lifting) or by taking part in a deliberate exercise or sport (such as running or swimming).

'Sedentary Behaviour' is sitting or lying down (except for when you are sleeping). It is common for us to spend large amounts of time being sedentary when at school, at work, when travelling or during leisure time.[6]

The Australian Government Department of Health provides information about the health benefits of leading an active lifestyle, as well as offering suggestions for how to incorporate physical activity and minimise sedentary behaviour in your everyday life. These standards are nationally recognised as key targets for physical activity participation levels and are therefore a benchmark to which this strategy and data analysis has framed its analysis of Ipswich.

The benefits of regular participation in physical activity have been well documented and include not only benefits to one's physical health, but also mental and social health.[7] Furthermore, benefits of regular participation in physical activity can produce significant benefits to the economy, community and the environment. Table 3 (p24) summarises these benefits in more detail.

In The Health of Queenslanders 2020 – Report of the Chief Health Officer Queensland, it is emphasised that:

> ***'Regular physical activity has many benefits including preventing and treating chronic conditions such as heart disease, stroke, diabetes and breast and colon cancer. It also helps to prevent hypertension, overweight and obesity and can improve mental health, quality of life and wellbeing. The health impacts of physical inactivity include coronary heart disease, dementia, type 2 diabetes, bowel cancer, stroke, breast cancer and uterine cancer.'***[8]

At the national level, the estimated healthcare costs attributable to physical inactivity ranged from $681 million to $850 million per year in 2016–17. The corresponding annual costs from productivity loss due to physical inactivity ranged from $0.18 billion to $15.6 billion.[9]

Within Ipswich, council recognises the impacts which physical inactivity has on our community and that the benefits which occur as a result of increasing physical activity are tremendous. The AIS2031 acknowledges that participating in physical activity can be challenging as there can be many barriers and participation and access can be different for every individual in our community.

[6] Department of Health, Physical Activity and Sedentary Behaviour, 2019

[7] Ipswich City Council. Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City (2020)

[8] The health of Queenslanders 2020 – Report of the Chief Health Officer Queensland (p92)

[9] Crosland P, Ananthapavan J, Davison J, et al. The economic cost of preventable disease in Australia: a systematic review of estimates and methods. Australian and New Zealand Journal of Public Health 2019;43:484-495. (The health of Queenslanders 2020 – Report of the Chief Health Officer Queensland)

PHYSICAL ACTIVITY GUIDELINES

CHILDREN 0–5	
BABIES (INFANTS) UNDER 1 YEAR OF AGE	
PHYSICAL ACTIVITY	▪ Being physically active several times a day in a variety of ways, particularly through supervised interactive floor-based play, including crawling; more is better. ▪ For those not yet mobile, this includes at least 30 minutes of tummy time, which includes reaching and grasping, pushing and pulling, spread throughout the day while awake.
SEDENTARY BEHAVIOUR	▪ Not being restrained for more than 1 hour at a time (e.g. in a stroller, car seat or high chair). Screen time is not recommended. When sedentary, engaging in pursuits such as reading, singing, puzzles and storytelling with a caregiver is encouraged.
TODDLERS (1–2 YEARS)	
PHYSICAL ACTIVITY	▪ At least 180 minutes spent in a variety of physical activities, including energetic play, spread throughout the day; more is better.
SEDENTARY BEHAVIOUR	▪ Not being restrained for more than 1 hour at a time (e.g. in a stroller, car seat or high chair) or sitting for extended periods. For those younger than 2 years, sedentary screen time is not recommended. For those aged 2 years, sedentary screen time should be no more than 1 hour; less is better. When sedentary, engaging in pursuits such as reading, singing, puzzles and storytelling with a caregiver is encouraged.
PRE-SCHOOLERS (3–5 YEARS)	
PHYSICAL ACTIVITY	▪ At least 180 minutes spent in a variety of physical activities, of which at least 60 minutes is energetic play, spread throughout the day; more is better.
SEDENTARY BEHAVIOUR	▪ Not being restrained for more than 1 hour at a time (e.g. in a stroller or car seat) or sitting for extended periods. Sedentary screen time should be no more than 1 hour; less is better. When sedentary, engaging in pursuits such as reading, singing, puzzles and storytelling with a caregiver is encouraged.

CHILDREN 5–17	
PHYSICAL ACTIVITY	▪ Children and young people should aim for at least 60 minutes of moderate to vigorous physical activity per day involving mainly aerobic activities that makes their heart beat faster; more is better. The 60 minutes can be made up of shorter bursts of activity throughout the day that add up to 60 minutes or longer. Activities that are vigorous, as well as those that strengthen muscle and bone, should be incorporated (in the recommended 60 minutes of daily physical activity) at least three days per week. In addition, several hours of a variety of light physical activities should be undertaken each day.
SEDENTARY BEHAVIOUR	▪ Long periods of sitting can counteract the benefits of being physically active so should be broken up as often as possible. Sedentary recreational screen time should be limited to 2 hours per day. This does not include screen-based activities for educational uses. Encourage positive social interactions and establish boundaries by discussing time limits and age appropriate content with children and young people. ▪ For optimal health benefits, children and young people (aged 5–17 years) should achieve the recommended balance of high levels of physical activity, low levels of sedentary behaviour, and sufficient sleep each day.

ADULTS	
PHYSICAL ACTIVITY	▪ Doing any physical activity is better than doing none. If you currently do no physical activity, start by doing some, and gradually build up to the recommended amount. ▪ Be active on most, preferably all, days every week. ▪ Accumulate 150 to 300 minutes (2 ½ to 5 hours) of moderate intensity physical activity or 75 to 150 minutes (1 ¼ to 2 ½ hours) of vigorous intensity physical activity, or an equivalent combination of both moderate and vigorous activities, each week. ▪ Do muscle strengthening activities on at least 2 days each week.
SEDENTARY BEHAVIOUR	▪ Minimise the amount of time spent in prolonged sitting. ▪ Break up long periods of sitting as often as possible.

OLDER AUSTRALIANS (65 YEARS AND OLDER)

- Older people should do some form of physical activity, no matter what their age, weight, health problems or abilities.
- Older people should be active every day in as many ways as possible, doing a range of physical activities that incorporate fitness, strength, balance and flexibility.
- Older people should accumulate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.
- Older people who have stopped physical activity, or who are starting a new physical activity, should start at a level that is easily manageable and gradually build up the recommended amount, type and frequency of activity.
- Older people who continue to enjoy a lifetime of vigorous physical activity should carry on doing so in a manner suited to their capability into later life, provided recommended safety procedures and guidelines are adhered to.

Table 2: Physical Activity Guidelines

Source: Australian Institute of Health and Welfare

Item 2 / Attachment 1.

BENEFITS OF PHYSICAL ACTIVITY

The below table provides a summary of some of the benefits that can be expected from regular participation in physical activity:

	0 – 5 YEARS	5 – 17 YEARS	18 – 64 YEARS	65 YEARS +
PHYSICAL HEALTH	▪ Help achieve and maintain a healthy weight ▪ Build strong bones and muscles ▪ Improve balance, movement and coordination skills ▪ Support brain development.	▪ Promotion of healthy growth and development ▪ Strong muscles and bones ▪ Improved physical fitness, including coordination and movement skills ▪ Reduced risk of disease and unhealthy weight gain.	▪ Reduce the risk of, or help manage, type 2 diabetes ▪ Reduce the risk of, or help manage, cardiovascular disease ▪ Maintain and/ or improve blood pressure, cholesterol and blood sugar levels ▪ Prevent unhealthy weight gain and assist with weight loss ▪ Build strong muscles and bones.	▪ Delivers more energy ▪ Tones the body ▪ Helps to control: – weight and reduces body fat – blood pressure – cholesterol – type 2 diabetes – bone and joint problems ▪ Reduces the risk of: – heart disease – stroke – some cancers ▪ Helps to manage pain ▪ Helps to maintain and increase movement ▪ Helps to prevent falls and injury.
MENTAL HEALTH	▪ Encourage self-confidence and independence.	▪ Improved self-esteem and confidence ▪ Help with management of anxiety and stress ▪ Improved concentration.	▪ Help to manage mental health problems ▪ Help to develop and maintain overall mental well-being.	▪ Reduces stress and anxiety ▪ Improves concentration ▪ Improves self-confidence ▪ Reduces feelings of sadness.

	0 – 5 YEARS	5 – 17 YEARS	18 – 64 YEARS	65 YEARS +
SOCIAL HEALTH	▪ Promote social skills through interactions with people ▪ Encourage self-confidence and independence.	▪ Opportunities for fun with friends and family ▪ Reduced anti-social behaviour including aggressive and disruptive behaviours ▪ Helping to develop cooperation and teamwork skills.	▪ Create opportunities for socialising and meeting people.	▪ Helps one to meet people and make friends ▪ Provides opportunity to have fun.
ECONOMIC BENEFITS	▪ Participation can reduce obesity and health care costs ▪ Improved physical health and the building of stronger families and communities ▪ Helps lower health and social costs ▪ Reduced absenteeism by students and employees.			
ENVIRONMENT BENEFITS	▪ Reduced air pollution and greenhouse gases through fewer cars on the road ▪ Reduced impacts on road infrastructure when short trips are walked or cycled instead of driven ▪ Improved local neighbourhood amenity when traffic is reduced.			

Table 3: Benefits of Physical Activity

IPSWICH PHYSICAL ACTIVITY TRENDS

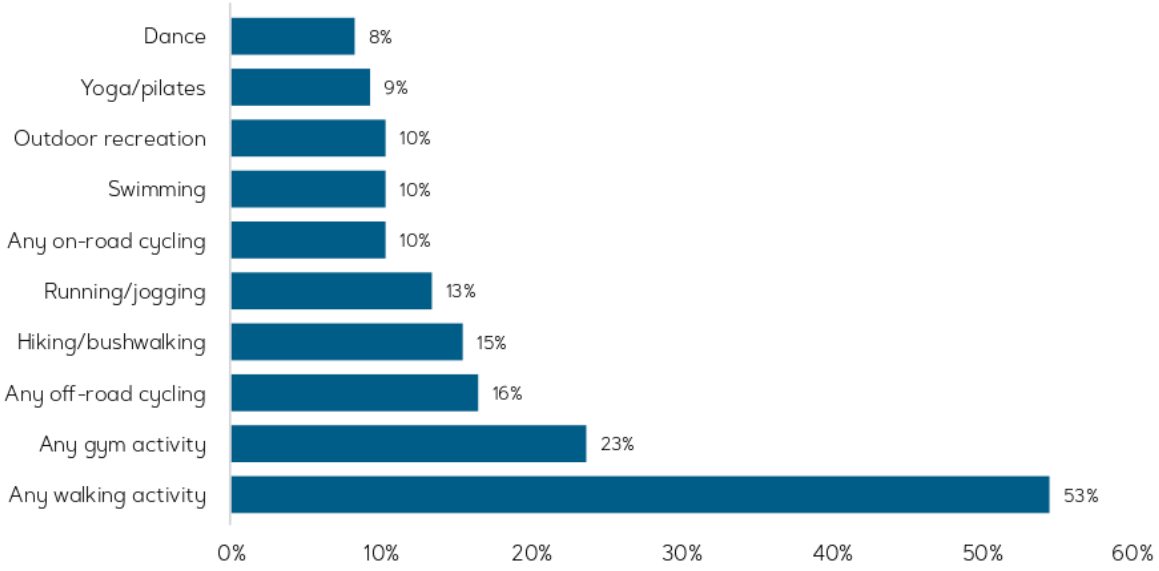
Guiding the development of the AIS2031 is a comprehensive analysis of the city's health, physical activity needs and preferences. This analysis included extensive community engagement project (Analysis of Sport, Recreation and Physical Activity Levels and Trends in Ipswich City: Research report | 2020). This document provides the base community needs data required to build a strong picture of the existing participation and evolving open space, physical activity, passive and active recreation trends within the city.

Within Ipswich, recent research has revealed a number of trends, issues or opportunities for sport, recreation and physical activity and a summary of these is provided below:

ENABLERS	Key drivers for participation include: ▪ fitness ▪ stress relief ▪ weight management.
BARRIERS	Key barriers to participation include: ▪ too expensive ▪ lack of time ▪ physical constraints ▪ not interested.
SEDENTARY BEHAVIOUR	▪ 42% of adults reported sitting for 2–4 hours per day (exclusive of work time) ▪ 2–4 hours of sedentary time per day was the most common for every age group.
ACTIVITY FREQUENCY	▪ 68% of adults are active, increasing from 2011, but still behind the Queensland average ▪ 71% of children are active.
TYPES OF ACTIVITY	▪ Walking, gym and off-road cycling are the most participated in activities for active adults, with walking being by far the most popular activities for active adults ▪ Adults engage in mostly informal/unorganised activities ▪ Walking, soccer (football) and swimming are the most popular activities for active children ▪ Children engage in mostly formal/organised activities.

SUMMARY OF THE ACTIVITY PATTERNS IN THE IPSWICH COMMUNITY

ADULTS: TOP TEN ACTIVITIES



CHILDREN: TOP TEN ACTIVITIES

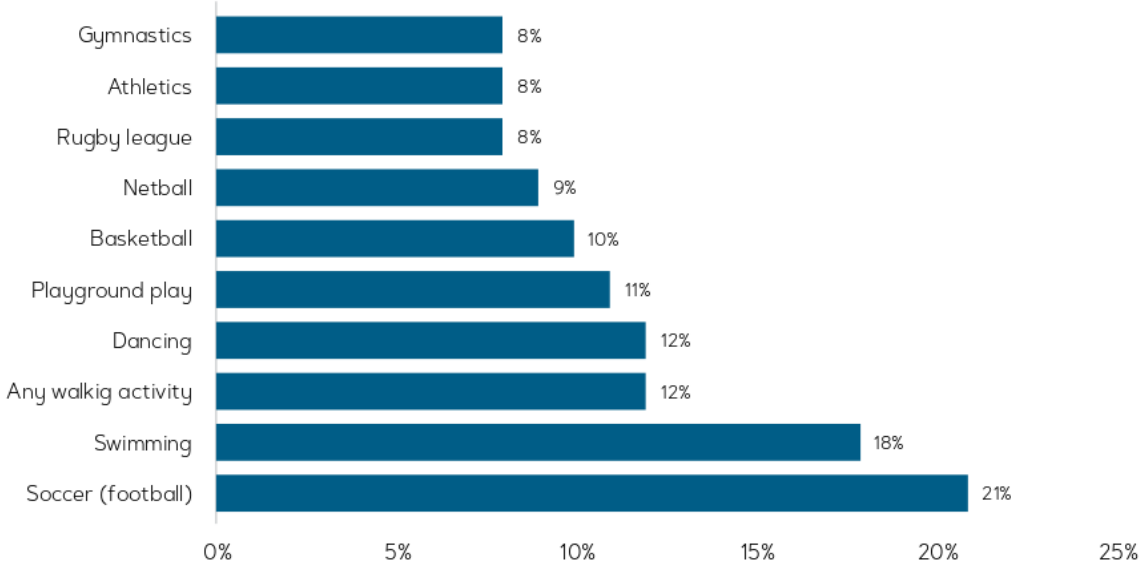


Figure 5: graphs illustrating the top 10 activities for adults and children (children = 5–17)

HOW ACTIVE IS IPSWICH?

In order for council to identify the most appropriate course of action for the future, it is important to understand how active the city is now, and the barriers and opportunities for participation that currently exist.

Within Ipswich, active adults participate predominantly in unstructured activities while the majority of active children participate in structured sport or recreation.

There is consistently an increasing preference from adults for informal activities (non-club, non-competitive, non-organised, social) rather than formal sporting pursuits (club-based, organised, competitive, or structured). This persistent trend has also been identified at state and national levels which reinforces the need to ensure community service levels are responding to this style of participation from traditional formal recreation.

This preference for informal activities is likely to have been influenced by social trends including reduced leisure time and the affordability of some forms of sport and recreation activities. Walking remains the number one sport, recreation or physical activity across all age cohorts and genders at local, state and national levels. The emergence and rapid growth in people's pursuit of outdoor recreation activities has been further confirmed in the research (again following state and national trends). Outdoor recreation is commonly defined as recreation or sport activities undertaken in natural, rural and urban open space without significantly changing those places.

In Ipswich, participation in sport, recreation and physical activity by adults remains less than the Queensland average with key barriers reported as lack of time, affordability and physical constraints. Interestingly, and important for council to assess further and build upon, is that more children are active than adults.

From the perspective of physical activity, formal sport participation is most popular for people aged between 5 to 17 years old. Despite trends in sport participation indicating continuing decline at a national and state level, the combination of Ipswich's young population and continuing population growth highlights the need for ongoing planning for provision of sport facilities and services by council to support the organisations that provide sport opportunities.

In consideration of the proportion of the community who participate in, or may be likely to participate in, informal recreation, the AIS2031 re-focusses council's energy and resources to increasing opportunities for and participation in unstructured and informal sport and recreation, particularly the continuing popularity of walking, jogging and cycling.

Prior to COVID-19, almost twice the number of Ipswich people worked from home (5.26%) compared to Queensland (2.99%).[11] Working from home has varying degrees of application and acceptance currently, however has been promoted as a positive move toward improved work-life balance, including increased physical activity. As a result of the tremendous change and impact occurring since the COVID-19 pandemic arrangements, improved access to atechnology and internet, it will be important for council to observe trends in working from home and if this has a positive or negative impact on physical activity levels and to respond accordingly.

'Walking remains the number one sport, recreation or physical activity across all age cohorts and genders at local, state and national levels.'

[11] Australian Public Service Commission (APSC) Teleworking. 2018

Item 2 / Attachment 1.

THE ROLE OF OPEN SPACE

WHAT IS OPEN SPACE?

Open space plays a vital role in the landscape and in the community. Open space:

- protects biodiversity
- improves psychological health and wellbeing
- improves physical fitness
- facilitates social interaction and cohesion
- promotes community pride
- enhances child development through play.

Open space also provides a location for socialising and engaging with the community and provides the land and opportunities in which the community can participate in physical activity.

The importance and value of open space will continue to increase over time as a result of the city's evolution, development pressures, population growth, demographic change, urbanisation and climate change.

Development trends within the city are resulting in reduced private open space which places increasing importance on council to secure, protect and provide well designed and maintained public open space for future communities.

AIS2031 identifies that a range of diverse open space environments are necessary to support the physical activity needs of Ipswich.

OPEN SPACE NETWORK

The term open space is generally comprised of:

- public open space
- private open space.

Council manages an open space network of more than 8,440ha of which 7,774ha (92%) is public open space. Within the local government area (LGA) there over 700 parks and reserves supporting a wide range of recreational and environmental services to the city.

Areas of publicly accessible open space may be multifunctional and include natural areas and linkages, waterway corridors for creeks and rivers, informal parkland, sports grounds and courts, formal gardens, stormwater management infrastructure, and linear walking and cycling tracks.

Council's public open space network is comprised of the following typologies:

1. Recreation Parks
2. Waterside Parks
3. Sportsgrounds and Courts
4. Linear Parks
5. Natural Areas
6. Specialised Sport and Recreation Facilities
7. Amenity Land
8. Utility Land
9. Unallocated Open Space

OPEN SPACE NETWORK PLANNING FRAMEWORK

AIS2031 is council's overarching strategy which guides the strategic direction of the Open Space Network. Council's Open Space Network is comprised of the following:

ACTIVE IPSWICH STRATEGY 2031		
OPEN SPACE NETWORK		
PUBLIC PARK (LGIP)	NATURAL AREA NETWORK	ANCILLARY OPEN SPACE

PUBLIC PARKS (TRUNK INFRASTRUCTURE)

'Public Park' refers to the use of premises, accessible to the public free of charge, for sport, recreation and leisure activities and facilities.[12] In Ipswich, Public Parks are those which are included in council's Local Government Infrastructure Plan (LGIP). The AIS2031 sets the direction necessary to inform the LGIP planning cycle and supporting material which sets the quantity, specification and distribution of public parks necessary to meet community needs and population growth. The following table illustrates the various open space classifications and hierarchy:

	OPEN SPACE CLASSIFICATION	HIERACHY	PUBLIC PARKS TRUNK INFRASTRUCTURE NETWORK (INC. IN LGIP)
PUBLIC PARK NETWORK	Recreation Parks	Local	✓
		District	✓
		Citywide	✓
	Waterside Parks	District	✓
		Citywide	✓
	Sportsgrounds and Courts	Local	✓
		Citywide	✓
	Linear Parks	Local	✓
		Citywide	✓
NATURAL AREA NETWORK	Natural Areas	Local Bushland Reserves	Other*
		District Conservation Reserves	Other*
		Citywide Conservation Estates	Other*
ANCILLARY OPEN SPACE NETWORK	Specialised Sport and Recreation Facilities	N/A	Other
	Amenity Land	N/A	Other
	Utility Land (Drainage, power easement, etc.)	N/A	Other
	Unallocated Open Space	N/A	Other

Table 4: Council's complete open space network inclusive of the Public Park Trunk Infrastructure Network.

*Through site specific studies or master plans, some sites in the Natural Area Network have been identified as being able to accommodate Public Park infrastructure. This is based on investigations which have determined that the natural area environmental values will not be impacted and the site is the best available location to provide public park embellishment to service the community.

[12] Planning Regulation 2017 – Schedule 24.

Within Ipswich there are over 700 parks which constitute the public parks network and the network is planned to rapidly expand proportionately to population growth and development within the city. The network is varied and diverse in function. The network supports passive and active recreation, formal organised sporting events as well as incorporating the city's extensive creek and river systems and sensitive and flood prone riparian environment associated with these landscapes.

Moving forwards, it is necessary for council to continue to monitor, review and recalibrate the trajectory of public park land and infrastructure to ensure council is able to provide:

- a sustainable service standard to the community
- delivery and management of assets and infrastructure
- delivery of an open space network which meets the needs of the city and in response to growth
- ensures land and infrastructure responds to existing demand, deficiencies or service level shortfalls
- optimising land and infrastructure assets to maximise use, versatility, and life span and life cycle costs (e.g. consider opportunities for co-use or co-location with other uses such as social infrastructure, etc.).

The following figure highlights the current and forecasted delivery of public parks against population growth and the need to recalibrate the public parks network in consideration of:

- existing population and forecasted growth
- re-evaluating the land and infrastructure costs against demand, function and performance standards
- council's sustainable and realistic capacity to deliver and maintain assets over their life cycle
- development forecasts, revenue and development contributions.

Moving forward, to complement, inform and guide council's LGIP (Open Space) and establish greater integration with council's broader network planning, it is proposed that a new integrated, cross functional and cross discipline approach is implemented. The development of an overarching Open Space Strategic Plan (OSSP) will identify, integrate, assess and prioritise the complete open space network, from which a more meaningful LGIP can be developed that is more reflective of council's corporate objectives, investment capacity, sustainable service levels and the community's needs.

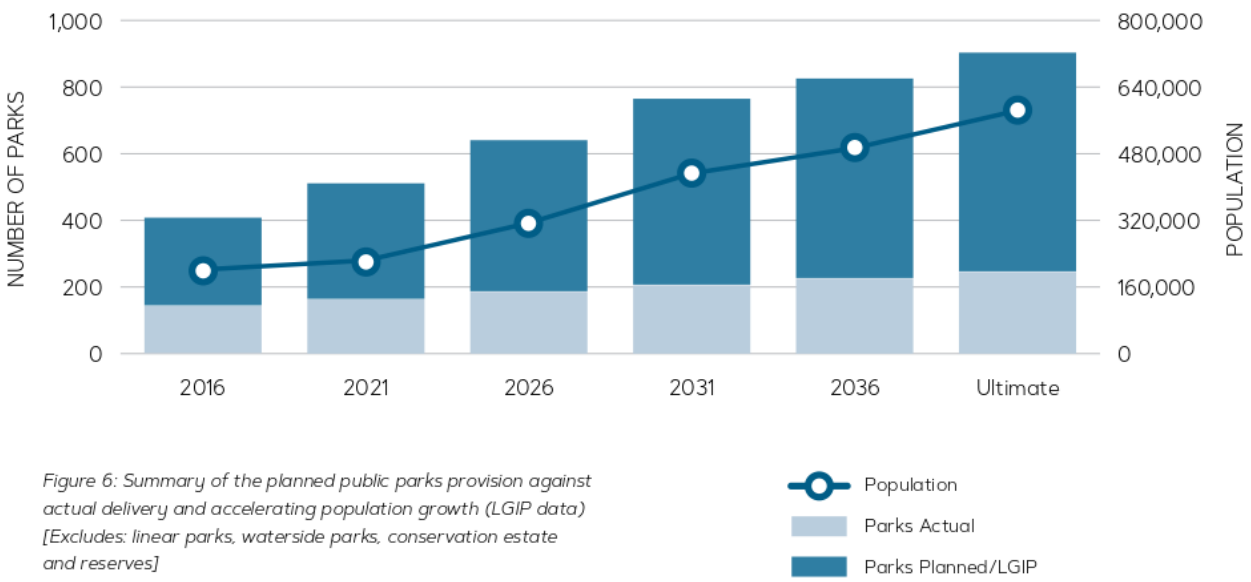


Figure 6: Summary of the planned public parks provision against actual delivery and accelerating population growth (LGIP data) [Excludes: linear parks, waterside parks, conservation estate and reserves]

Item 2 / Attachment 1.

HOW HAS THE COMMUNITY SHAPED THE ACTIVE IPSWICH STRATEGY?

Significant community engagement has contributed to the AIS2031 as part of the Ipswich Physical Activity Trends Study (completed early 2020). The engagement and consultation which occurred is as follows:

659
online responses

900
phone surveys

64
Sport and Recreation Club Surveys

Industry developed data, analysis and research

Engagement for the AIS2031 consisted of 59% female and 41% male. Overall there was also good representation across the age cohorts, with the most prevalent age to respond to the survey being those aged between 35–49 years.

The engagement with formal sport and recreation clubs within the city was also representative, with data received from major clubs (with membership over 100) and smaller clubs alike. There was also a good mix of team sports, individual sports and recreational activities. Furthermore, there was also good diversity with a mix of field, hard court, track and activities requiring specialised facilities.

The quality, quantity and detail of the data collected from this engagement provides robust and defensible evidence upon which AIS2031 has framed its assessment of existing strategies, community demand and identification of new strategic direction of open space, sport and physical activity.

Development of the AIS2031 has engaged extensively with council's internal stakeholders and specialists from all departments. The internal stakeholders include:

- Sport and Recreation Officers
- Landscape Architects
- Urban Designers
- Community Engagement/Development Officers
- Planners
- Construction and Technical Services officers
- Asset management officers
- Strategic planners Social Planning
- Transport Planning and Engineering
- Works and Field Services
- Managers
- Executive Leaders

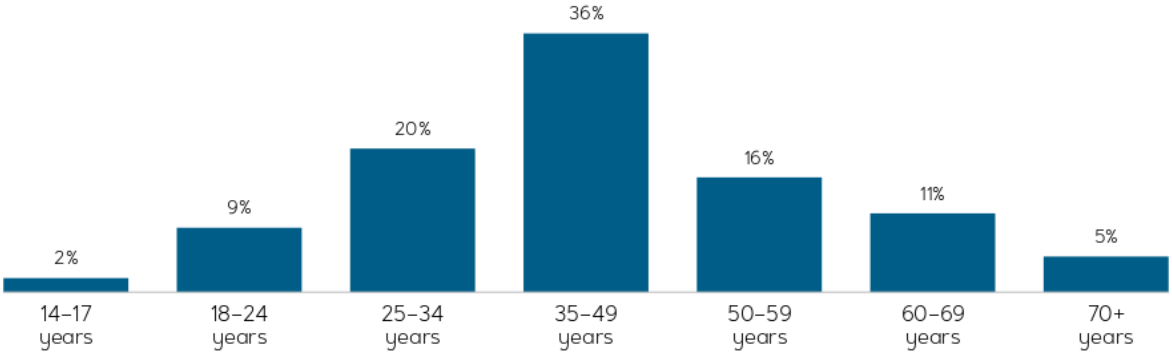


Figure 7: Age groups of survey respondents

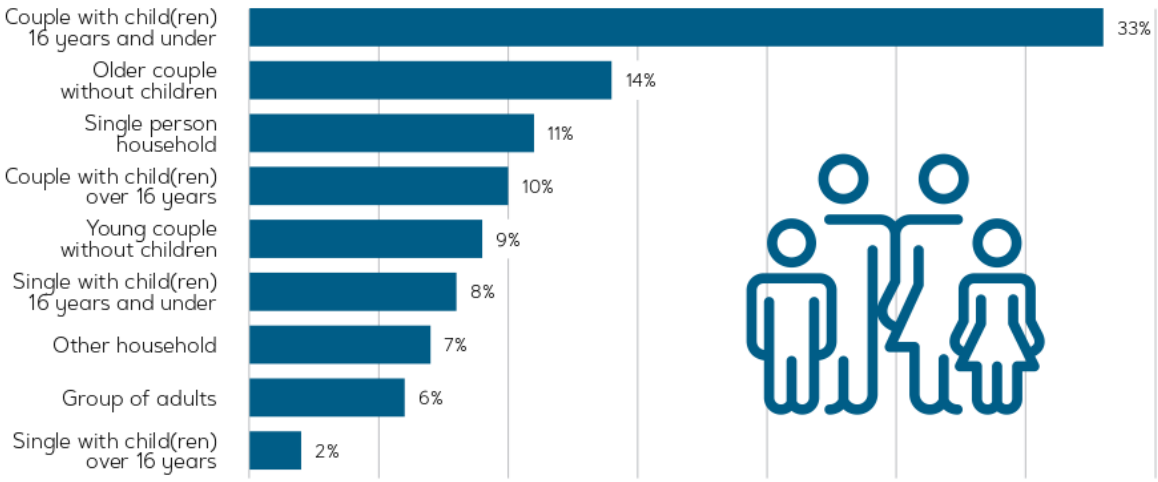


Figure 8: Family composition of survey respondents

CONSULTATION OUTCOMES

STRATEGY, GOVERNANCE AND MANAGEMENT

Ipswich is currently in an extraordinary period of growth. Over the next ten years, council is planning and preparing for an additional 200,000 people to be living within the city's boundaries. This growth will place pressure on existing services, land, and infrastructure, and will require significant investment in the expansion and acquisition of future land, facilities and infrastructure. This strategy is an important step in identifying what land, facilities and infrastructure is needed for this growth, when it is needed, where it should be provided, and identify a prioritised delivery and investment plan.

In recognition of the need to prepare for this growth and change, the AIS2031 is identified as a 'Catalyst Project' within iFuture: Corporate Plan 2021–2026. This highlights council's commitment to prioritising and delivering this strategy and annually report upon the performance and progress of its implementation.

To practically and sustainably respond to this growth, council has a range of strategic planning and policy documents to guide the provision of physical activity within the natural and built environments. However, looking forward to 2031, it is important that council prioritise reviewing and modernising the existing planning and policy framework and set in place a strong, clear and adaptive governance structure which ensures AIS2031 actions are sustainable, meaningful and achievable to increase physical activity and quality of life. To achieve this, a number of priority actions have been included in the AIS2031 Implementation Plan. These actions include:

- establishing a regional 'Healthy, Active City' Alliance
- establishing a cross functional Active Ipswich Strategy Working Group
- developing an Open Space Policy
- developing an Open Space Planning Procedure
- appointing a Program Coordinator and developing Capacity Building
- undertake regular monitoring and reporting of physical activity levels and the health of the Strategy
- undertake 5 yearly reviews of the Physical Activity Trends Study.

NETWORK PLANNING AND URBAN DESIGN

Council's open space planning, Ipswich Planning Scheme and Local Government Infrastructure Plan ensures that most residents have access to public open space within 400m (5 min walk) of their homes. However, to ensure council is providing the right land, facilities and infrastructure within open space, we asked the community and received the following feedback.

What you told us:

Through consultation with the community, the majority of active adults participate in physical activity that is predominately unstructured (informal), whilst the majority of active children participate in formal sport. Walking, gym and off-road cycling are the most participated in activities for active adults, with walking being by far the most popular activity for active adults. Walking, soccer (football) and swimming are the most popular activities for active children.

The majority of the community agree that council's parks were well maintained. The community was generally satisfied with the quality and locations of parks. A strong theme emerging through the community consultation was the popularity of 'outdoor recreation' pursuits, particularly hiking and bushwalking (4th most popular physical activity in Ipswich) and the need for more indoor sports facilities.

What we will do:

It's encouraging that the community has identified that open space is accessible and being maintained within community expectations. To continue and maintain this level of service, and in preparation for the rapid population growth and demand for open space land, facilities and infrastructure within Ipswich, the AIS2031 places a core focus on planning and identifying more sustainable service levels to meet community needs. Therefore, a suite of policy, procedural and operational plans have been identified to be delivered to support a healthier, active Ipswich.

- Review council's service standards for parks (also an iFuture catalyst project (LGIP))
- Develop a new Open Space Policy
- Develop an Open Space Planning Procedure
- Develop a new ten year Open Space Strategic Plan
- Establish an Urban Design Framework for Ipswich (also an iFuture catalyst project)
- Urban Greening Action Plan
- Sustainable Water Consumption Action Plan
- Natural Area Network Recreation Carrying Capacity Review
- Conservation Estate Activation Plan.

FORMAL PARTICIPATION

What you told us:

From a community perspective, many people thought that memberships to sport clubs and physical activity facilities were too expensive. The community also showed little interest in sports spectatorship across the local, state, national and international levels. From a sport and recreation club perspective issues of most concern were the ability to attract sponsorship/revenue; the lack of space for future expansion; and the declining number of volunteers. Regarding facilities, there was a general dissatisfaction with the number of indoor sport and recreation facilities and hard court sports facilities.

What we will do:

The development and support of sport and recreation clubs are essential to supporting an active and healthy Ipswich. Council recognises the integral role community sport and recreation plays in bringing together the community, and the positive economic impact of sport and recreation event attraction. The development of this industry will be supported through the preparation of a Sustainable Club and Sporting Industry Action Plan. A number of facility focused action plans to further support sport development in Ipswich will also be produced including:

- Sport and Recreation Facilities Plan
- Indoor Sport Facility Plan.

Council also recognises that parks and greenspaces need to be flexible to accommodate growth, change and expansion of facilities and infrastructure. This need will be incorporated in the revision of council's planning framework to ensure council is securing appropriate land for open space to meet the growth and needs of the city.

INFORMAL PARTICIPATION

What you told us:

Through consultation, it was identified that the community believe a number of facilities are being delivered to an 'excellent' or 'above average' standard. These facilities include parks; water play and lagoons; bushwalking tracks; and sports fields. To support the prioritisation of investment, the most popular facilities for physical activity were also identified. These included:

- parks
- bikeways/pathways
- bushwalking tracks
- swimming pools
- waterplay parks and lagoons
- sports fields
- outdoor gyms
- indoor sports facilities
- hardcourt sports facilities
- mountain biking tracks
- facilities for fishing/boating/paddle sports
- skate and BMX facilities
- recreational horse trails.

The community also identified a lack of programming opportunities for people under 12 years old, people with disabilities and multicultural communities. When asked what their top 3 (tied third place) funding priorities would be, the following were identified:

- new/upgraded bike paths and walking trails (24%)
- improved bushland management/conservation (21%)
- free community programs/classes (17%)
- parks maintenance (175).

What we will do:

Council will further support the planning, delivery and maintenance of the open space network to ensure the continued activation of these identified popular facilities for physical activity. The activation of each of these spaces, including programming opportunities for specific age groups, ethnicities, and abilities will also be considered as part of each action plan. The action plan suite includes:

- Recreation Walk and Cycling Action Plan
- Aquatic Facilities Action Plan
- Playground and Play spaces for Ipswich
- Fitness Equipment Action Plan
- Skate and BMX Action Plan
- Dog Off Leash Area Plan
- Outdoor Recreation Action Plan
- Mountain Biking Action Plan
- Canoeing Action Plan
- Rock Climbing Action Plan.

Item 2 / Attachment 1.

IMPLEMENTATION PLAN

The AIS2031 recognises that integrated and collaborative planning processes are fundamental to increasing physical activity levels within the community. To meet the commitment of a more active city by 2031, a strategic and multi-faceted approach is required and will need to integrate with all aspects of council, the community, development and government agencies.

VISION

The AIS2031 has established the following vision for a more active Ipswich by the year 2031:

Improving the quality of life and health of the community through greater access to passive and active recreation, sport and physical activity through the sustainable provision of land, infrastructure, facilities, services and opportunities.

GOALS

This strategy follows, and is in essence an extension to, council's Active City Policy which sets council's commitment to enhancing physical activity in Ipswich. To achieve this vision and corporate commitments, council has identified three strategic goals which will be delivered through the AIS2031:

INCREASED PARTICIPATION | **BETTER PLACES** | **STRONGER PARTNERSHIPS**

These strategic goals are complex and diverse and will require a significant commitment and time to achieve. To ensure council puts in place a coordinated and integrated strategy and investment plan to deliver upon these goals, four targeted elements and associated action plans have been developed. This approach has been developed to focus and prioritise council's energy, investment and resources and represents a renewed emphasis on governance, commitment and the need for community responsive planning and delivery.

At the core of this strategy's purpose is to be responsive to the current and future needs of the community. As such, the AIS2031 provides council with a blueprint to help ensure the city will:

- be more active by 2031
- prepare the city for a population over twice its current size in ten years
- help ensure that council continues to prioritise the city's health and wellbeing in council's services to the community.

FOCUS ELEMENTS

AIS2031

Council's corporate strategy which sets the vision and commitments for enhancing opportunities for physical activity in Ipswich.

COMMUNITY NEEDS

- Community's health and physical activity needs
- Associated services and operations to support these needs.

THREE STRATEGIC GOALS

- Increased Participation
- Better Places
- Stronger Partnerships.

FOCUS ELEMENTS

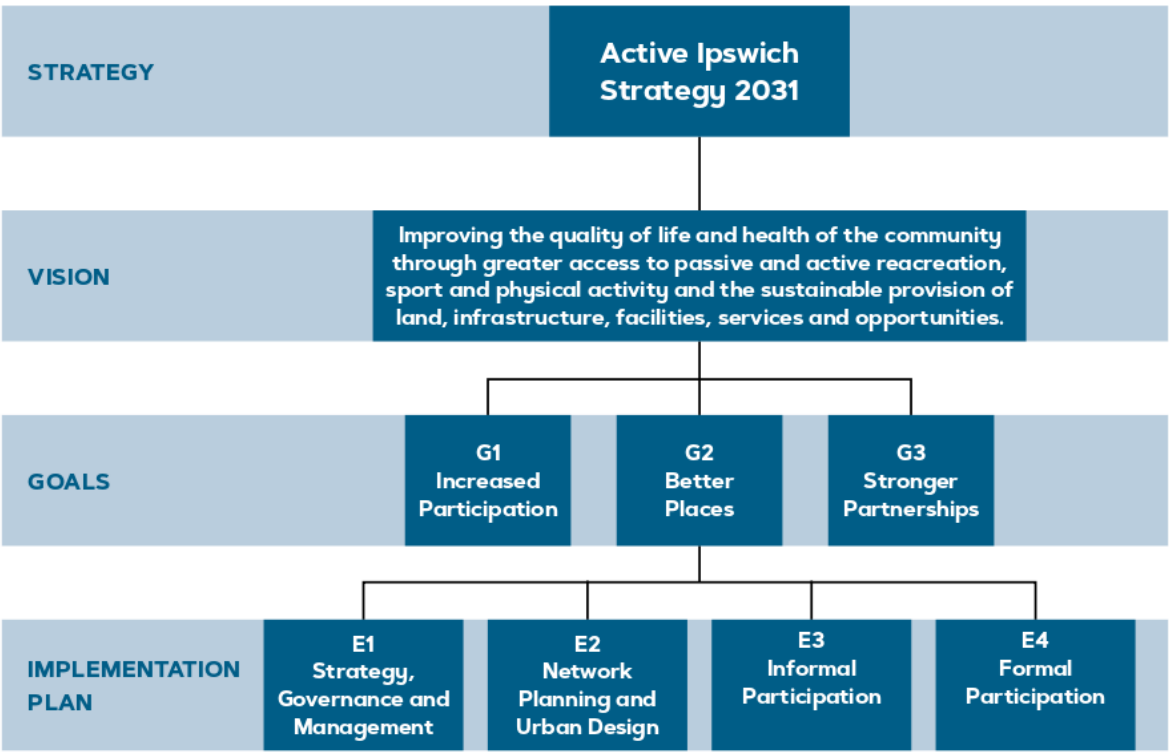
- Strategy, Governance and Management
- Network Planning and Urban Design
- Informal Participation
- Formal Participation.

Four focus areas have been identified to channel and prioritise council's efforts over the next 10 years. These four areas are identified as Elements and are as follows:

ELEMENTS	FOCUS
Strategy, Governance and Management	Targeted initiatives aimed at recalibrating council's strategic direction, governance, monitoring and commitment to meeting our targets.
Network Planning and Urban Design	Process improvements and actions for transferring strategic direction and analysis into meaningful planning and community responsive design and delivery.
Informal Participation	Actions focussed on informal recreational land, infrastructure, facilities and services to support the increasing proportion of participation.
Formal Participation	Maintaining the commitment needed for the continuation of formal recreation and supporting clubs, organisation and community groups.

Table 6: The four Elements of the Active Ipswich Strategy 2031.

The following diagram summarises the structure of the AIS2031 and how the Implementation Plan is organised to respond to the elements and strategic goals:



REF.	ACTION / OWNER	DESCRIPTION	PRIORITY	GOAL
STRATEGY, GOVERNANCE AND MANAGEMENT (E1)				
E1.1	**Establish a regional 'Healthy, Active City' Alliance** CCS (CCED)	The purpose of this 'Alliance' is to establish, build upon or help draw together meaningful partnerships, networks and alliances with relevant industry and government partners. This partnership, advocacy and regional networking initiative is to integrate and collaborate with all levels of government and allied health services to collectively unite and strengthen collective efforts and resources to respond and address health issues and opportunities relating to health and physical activity. Seeking and fostering partnerships are considered essential to the ongoing enhancement, effectiveness and success of council's commitments to maximise and create meaningful change and influence, and enhancing physical activity and health and wellbeing within Ipswich by 2031. This initiative is a commitment to establishing, building or expanding strong networks and partnerships with local organisations, businesses, government agencies, and allied health groups to: ▪ build new or upn existing partnerships which can contribute to improving health and physically activity levels in Ipswich ▪ link and share resources, to realise and maximise initiative potential ▪ develop and create new opportunities between partners ▪ actively pursue competitive funding opportunities ▪ strengthen and enhance the city's efforts and outcomes to improve participation and opportunities for physical activity by 2031.	HIGH	
E1.2	**Establish a cross functional Active Ipswich Strategy Working Group** CCS (CCED)	The formation of the AIS2031 Working Group is to oversee and coordinate the operational implementation of of the AIS and to ensure the AIS2031 is integrated and executed in accordance with the AIS2031 Implementation Plan. The Working Group will function as a cross funtional, inter-departmental coordination group which monitors and reports on the implementation and performance of the AIS2031 Implementation Plan and provide input, support, advice and experertise to assist the efforts of the Active Healthy Ipswich Steering Group.	HIGH	
E1.3	**Develop an Open Space Policy** ISP (IED)	In recognition of the new AIS and existing policy gap concerning council's position on and commitment to open space provision, develop a new Open Space Policy.	HIGH	
E1.4	**Develop an Open Space Planning Procedure** ISP (IED)	In response to the structural and governance changes in recent years and ongoing system and process changes, develop an Open Space Planning and Delivery Procedure to strengthen and confirm council's broad and complex arrangements for open space planning and delivery.	HIGH	

REF.	ACTION / OWNER	DESCRIPTION	PRIORITY	GOAL
E1.5	**Program Coordinator and Capacity Building** CCS (CCED)	Essential to the implementation of the AIS2031 is the establishment of a new, dedicated Active City coordination position to champion, drive, coordinate, build and manage the governance, advocacy, administrative and operational requirements associated with the implementing AIS2031 and the Healthy Active Ipswich Alliance. This role will facilitate and support the HAI Alliance, broader alliance partners and council's AIS Working Group and ensure information, direction and technical input transfers between these functions to optimise their capacity. Further, this role will lead and support the AIS Working Group in their operational coordination, governance, oversight and capabilities within council. In addition, to ensure the necessary resources are in place to appropriately implement the AIS2031, undertake a five year resource planning and capacity building analysis to identify the necessary resources, systems and processes to meet council's commitment and services necessary to increase physical activity in Ipswich, appropriate for the state's fastest growing LGA.	HIGH	
E1.7	**Monitoring and Reporting** CCS (CCED) ISP (IED)	Investigate and identify appropriate, meaningful and sustainable methods and sources of data retreival for monitoring participation levels throughout the city.	HIGH	
		Investigate and identify cost effective, accurate and Ipswich specific data for monitoring, reviewing and reporting health statistics required to measure the effectiveness of the AIS2031 and review and improve the application of the strategy moving forward.		
E1.8	**Physical Activity Trends Study Review** CCS (CCED) ISP (IED)	Minor review	MED	
		Major review	LOW	

INCREASED PARTICIPATION (G1) BETTER PLACES (G2) STRONGER PARTNERSHIPS (G3)

REF.	ACTION / OWNER	DESCRIPTION	PRIORITY	GOAL
URBAN DESIGN AND NETWORK PLANNING (E2)				
E2.1	**New Open Space Strategic Plan** ISP (IED)	To compliment and guide the delivery of council's new Local Government Infrastructure Plan (LGIP), develop an overarching and integrated Open Space Strategic Plan (OSSP) which guides council's prioritised planning and delivery of the complete open space network over the next 10 years. The OSSP will seek to identify, integrate, assess and prioritise the open space network, from which a more meaningful LGIP can be developed that is more reflective of council's corporate objectives, investment capacity, sustainable service levels and the community's needs. This action will be in parallel and integrated with the new Local Government Infrastructure Plan project and associated activities.	HIGH	
E2.2	**Sport and Recreation Facilities** Clubhouses and Community Facilities Review ISP (IED)	Undertake a review of all existing clubhouses and establish facility capacity (existing, carrying capacity and future), usage, demand and lifecycle data. Develop feasibility and benchmarking assessments of council facilities against local and regional facility provision whilst considering the city's sport, recreation, community facilities and broader social infrastructure needs. Assess various management, tenure and delivery models of private, public and jointly managed sports clubs. Develop a service level standard based upon the most economical, sustainable and realistic planning, delivery, business management and capacity analysis of clubhouses. Inform the review and development of the LGIP DSS, Unite Rates, supporting documents and council's open space network planning and sports facility provision strategies, plans and asset class asset management plans.	HIGH	
E2.3	**Sustainable Water Consumption** DSS Water consumption/ irrigation analysis (2019 Irrigation Options Study) ISP (IED)	Review the 2019 Irrigation Options Study to establish a corporate position for the consumption of water in public space, places and community greenspaces.	HIGH	
E2.4	**Urban Greening Action Plan** ISP (IED)	Acknowledging the role that urban greening plays in health, well-being, facilitating access and opportunities for physical activity, develop an Urban Greening Strategy and Action Plan. This action will compliment and advance council's commitments and objectives identified in the Urban Design Framework, Sustainability policy and strategic objectives.	HIGH	

REF.	ACTION / OWNER	DESCRIPTION	PRIORITY	GOAL
E2.5	**Urban Design Framework for Ipswich** ISP (IED)	Develop an Urban Design framework to establish, integrate and embed urban design principles, processes and governance within council's planning, design and delivery of built environment, infrastructure, urban greening, community spaces and places and community greenspaces. The framework will: ▪ establish and formalise a unified corporate position, commitment and process for good urban design and sustainable development principles appropriate for Ipswich City Council ▪ establish visibility and governance over council's planning and design decision making processes to help manage, guide and achieve design excellence ▪ integrate and embed urban design practices and principles in council's planning, design and delivery of built environment, infrastructure, urban greening, community spaces and places and community green spaces ▪ ensure built environment outcomes improve access, participation or opportunities for increased physical activity and active transport ▪ recognise that investment in the built environment provides long term assets for the city. Commitment to quality urban design will not only optimise infrastructure and asset investment, but ensure infrastructure outcomes are community responsive and increase access to and opportunities for physical activity ▪ as the state's fastest growing city, appropriately develop council's capacity and capability for good urban design and design excellence to mitigate and plan for the pressures of rapid development, growth and expansion of infrastructure networks.	HIGH	
E2.6	**Natural Area Network Recreation Carrying Capacity review** E&S (IED)	Undertake a review of the city's Natural Area network to establish current and future carrying capacity for sport and recreation activities. Where necessary, identify natural area location where further studies and/ or masterplanning is required to establish the required planning, design and construction requirements to meet the city's rapidly expanding demand for outdoor recreation within Natural Areas and mitigate the pressure on natural environment.	MED	
E2.7	**Strategic Master Planning** ISP (IED)	Under the direction and processes identified through a new Open Space Strategic Plan (OSSP) and Urban Design framework, develop and maintain strategic master planning to identify and prioritise 'community responsive' strategic master plans to guide and inform the delivery of council's network planning, operational and capital portfolios and programs. Strategic master planning provides a nexus between network planning and master planning to ensure: ▪ integrated urban design ▪ community profiles, needs and demand are identified to inform delivery ▪ existing land, facilities and infrastructure are carefully considered to maximise land, facility and infrastructure optimisation ▪ natural environment and land management planning is integrated with holistic master planning to achieve balance urban design outcomes.	MED	

INCREASED PARTICIPATION (G1) BETTER PLACES (G2) STRONGER PARTNERSHIPS (G3)

REF.	ACTION / OWNER	DESCRIPTION	PRIORITY	GOAL
E2.8	**Conservation Estate Activation** E&S (IED) ISP (IED)	To respond to the increasing demand for activation and recreation in the conservation estate, the AIS2031 Working Group is to identify the focus areas and priority actions necessary for planning, managing and enhancing activation of conservation estates. This Working Group will be informed by carrying capacity, strategic direction, LGIP review and demand analysis and develop an action plan to guide operational and capital portfolio planning and delivery.	MED	
INFORMAL PARTICIPATION (E3)				
E3.1	**Recreational Cycling and Walking Action Plan** (Walking, Cycling, Trails) ISP (IED)	Develop a Recreational Cycling and Walking Action Plan in response to the high demand and participation to guide council's future planning, prioritisation and investment.	HIGH	
E3.2	**Aquatic Facilities Action Plan** ISP (IED)	Develop an Aquatic Facilities Action Plan to identify the priority actions and investment needed to implement the Aquatic Facilities Strategy and background research, benchmarking and network analyses.	HIGH	
E3.3	**Playgrounds and Play spaces for Ipswich** ISP (IED)	In parallel with the LGIP project, review council's commitment and service standards regarding the provision of playgrounds and playspaces to ensure council is facilitating a contemporary, flexible and functional play experience whilst meeting LGIP requirements, council's corporate asset management and maintenance requirements.	HIGH	
E3.4	**Fitness Equipment Action Plan** ISP (IED)	This plan will seek to identify gaps and opportunities in the provision of outdoor fitness facilities. Current gaps in the fitness equipment network will be identified, potential sites for new installations identified, and a set of design guidelines for the siting, provision and management of outdoor fitness facilities will be established.	LOW	
E3.5	**Skate and BMX Action Plan** ISP (IED)	The Skate and BMX Plan will build upon the Skate and BMX Strategy through providing detailed direction to skate and BMX facility development, including feasibility assessment of proposed sites and delivery prioritisation, and activation of new and existing facilities.	LOW	
E3.6	**Dog Off Leash Area Review** ISP (IED)	Review the Dog Off Leash Area policy, procedures and guidance material against the requirements of the Public Parks network and new LGIP.	LOW	
E3.7	**Outdoor Recreation Action Plan** CCS (CCED)	Develop an action plan for the network planning, carrying capacity and infrastructure requirements necessary to support the city's growing demand and pressures resulting from participation in outdoor recreation.	MED	
E3.8	**Mountain Biking Action Plan** CCS (CCED)	This plan seeks to analyse the current mountain biking landscape, consider future demand through identifying gaps and opportunities in trail facilities and outline strategies to increase participation in the sport.	HIGH	

Item 2 / Attachment 1.

REF.	ACTION / OWNER	DESCRIPTION	PRIORITY	GOAL
E3.9	**Canoeing Action Plan** CCS (CCED)	Develop a Canoeing Action Plan to guide future planning, prioritisation and investment in participation and infratructure needed to support canoeing.	LOW	
E3.10	**Rock Climbing Action Plan** CCS (CCED)	Develop a Rock Climbing Action Plan to guide future planning, prioritisation and investment in participation and infratructure needed to support rock climbing.	LOW	
FORMAL PARTICIPATION (E4)				
E4.1	**Indoor Sport** CCS (CCED)	Feasibility and benchmarking, management models, private/public clubs, DSS, carrying capacity. Understand current position, gap analysis, future needs and then strategy action plan moving forward	HIGH	
E4.2	**Sustainable Clubs and Sporting Industry** CCS (CCED)	Building club capacity, volunteers, event attraction, and SSO/NSO partnerships.	MED	

INCREASED PARTICIPATION (G1) BETTER PLACES (G2) STRONGER PARTNERSHIPS (G3)

Item 2 / Attachment 1.

REPORTING

The AIS2031 will be implemented over a 10 year planning cycle from 2021–2031.

This AIS2031 is a living document, and will need to be monitored and reviewed regularly to ensure it remains relevant, effective and meaningful to our city. A minor review of the strategy will be undertaken in the first two years after its adoption. Thereafter it will be updated at 2026 (minor review cycle) and 2031 (major review). Ongoing monitoring and regular updates will ensure that the strategy remains responsive to:

- population growth and development patterns
- changing demographics and community needs
- physical activity participation levels and trends
- emerging opportunities, innovation and current best practice
- policy and legislative changes
- any other factors that may impact upon the applicability of the strategy.

MONITORING AND COORDINATION

An AIS2031 Working Group will be established to coordinate the delivery of AIS2301 and Implementation plans. The key role of the group will be to coordinate the implementation of the strategy and maintain momentum and focus of the numerous interdependent components of the strategy. The Working Group will also ensure actions are prioritised, funded, implemented and coordinated across council to optimise and maximise the potential for success and efficiency.

Funding for the delivery of the AIS2031 Implementation Plan will be sourced from existing and future operational and capital budgets, grant funding and partnership opportunities.

REPORTING

Progress reporting and monitoring is vital to the success and effectiveness of this strategy. As this document is a corporate strategy and iFuture catalyst project, it is important that the custodians of this strategy establish reporting roles and responsibilities, processes for monitoring progress towards achieving the AIS2031 vision, goals and status of the Implementation Plan and both quarterly and annual reporting requirements. Further, in accordance with council's Integrated Planning and Reporting Framework, an AIS2031 annual report will be published to identify how AIS2031 is being implemented, progress, effectiveness, and provide a status on the targets, actions and deliverables (this includes if no action has been taken).

Six stages of AIS2031 development and implementation planning approach

AIS TARGETS

TRENDS STUDY DATA SETS

KEY PERFORMANCE INDICATOR	WHERE ARE WE NOW?*	TARGET (To be re-evaluated in 2026)	PERCENTAGE CHANGE TARGET
Overall participation in sport, recreation and physical activity			
All adults	68%	73%	↑ 5%
Males	65%	70 %	↑ 5%
Females	69%	74%	↑ 5%
Young People (14–24 years)	76%	81%	↑ 5%
Seniors (60+ years)	52%	57%	↑ 5%
Aboriginal and Torres Strait Islander	49%	54%	↑ 5%
Percentage of Ipswich population who are currently inactive			
Adults	32%	27%	↓ 5%
Percentage of Ipswich population who are active 5 or more times per week			
Adults	21%	26%	↑ 5%
Male	21%	26%	↑ 5%
Female	21%	26%	↑ 5%
Young people (14–24)	20%	25%	↑ 5%
Seniors (60+)	23%	28%	↑ 5%
Perceived barriers to participation in physical activity			
Lack of time	51%	36%	↓ 5%
Too expensive	18%	15%	↓ 3%
Physical constraints	13%	10%	↓ 3%

*Implementing these targets requires commitment to ongoing citywide surveying (this data is from Ipswich Physical Activity Trends Study data).

The AIS2031 has, in some respects, set itself an ambitious target of increasing regular participation in physical activity in Ipswich people by 5% over a 10 year period. This target aligns with current state wide health targets currently in place with the Queensland Government.

It is also worth noting that whilst it is accepted that as council, a limited role can be played indirectly influencing some perceived barriers such as a 'lack of time', 'expense' or 'physical constraints', it can play a role in ensuring services, programs and activities it provides to increase participation in physical activity are accessible to the vast majority of its population. Council can also play an instrumental role in creating a 'healthy culture' for physical activity within the city through various avenues including social marketing, and themed citywide events.

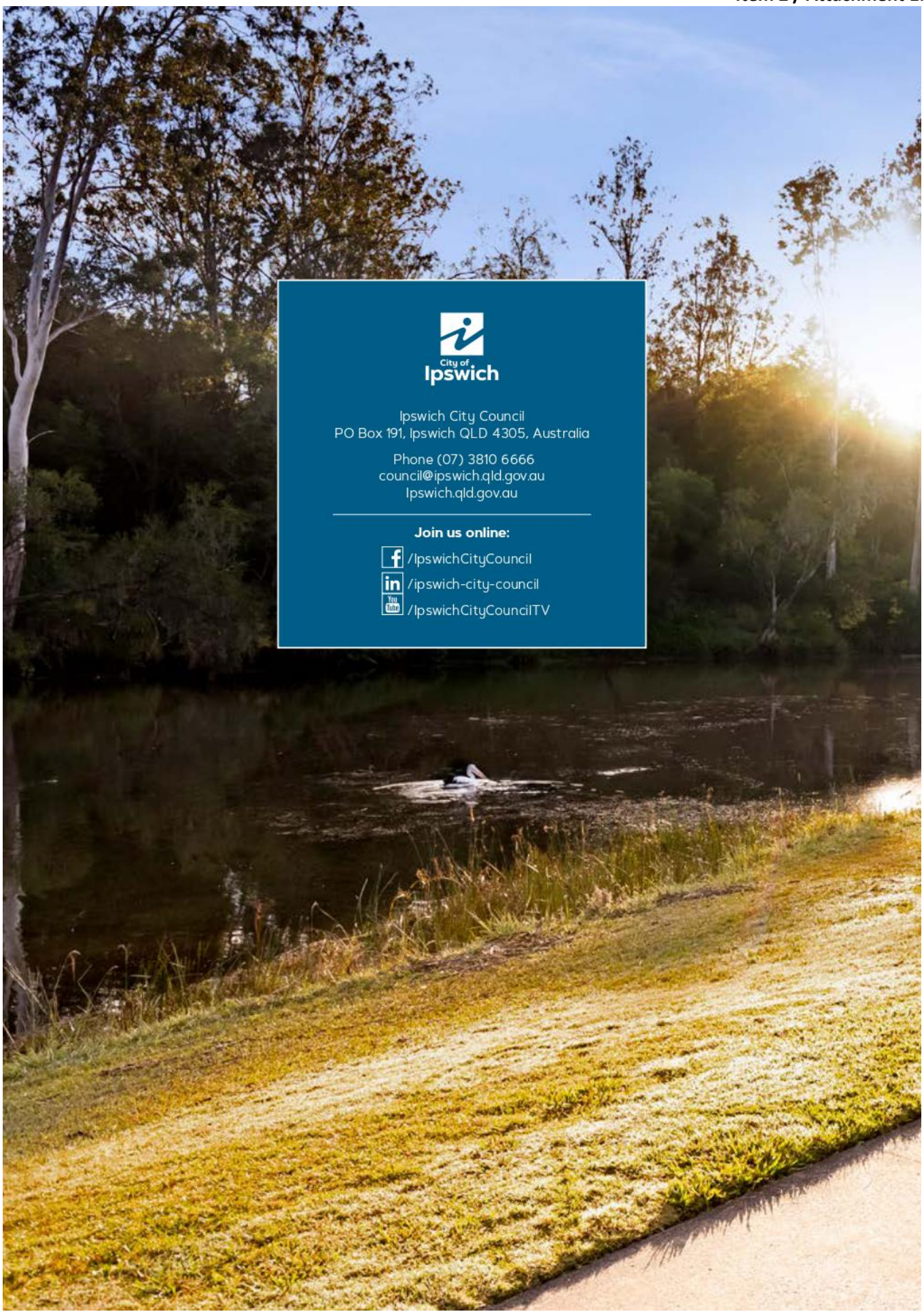
QLD HEALTH DATA SETS

Population health monitoring via the Chief Health Officer Annual Health Report is undertaken every two years. This report allows us to monitor obesity data for West Moreton Health district (Ipswich, Boonah, Esk and Gatton region).

RISK FACTOR	IPSWICH LGA (2020)	WMH (2019)	QLD
Overweight/obese	68%	64.5%	59.2%
Physical activity sufficient for health benefit	54%	50.2%	60.0%

Source: West Moreton Health

Item 2 / Attachment 1.



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ITEM: 3

SUBJECT: DRAFT CUSTOMER EXPERIENCE STRATEGY

AUTHOR: CUSTOMER EXPERIENCE LEAD

DATE: 15 SEPTEMBER 2021

EXECUTIVE SUMMARY

This is a report concerning Council's draft Customer Experience Strategy. The Customer Experience Strategy is a strategic framework designed to outline and guide the work of Council over the next three years. This report presents the document for endorsement (Attachment 1).

RECOMMENDATION/S

> **That Council endorse the Customer Experience Strategy as outlined in Attachment 1.**

RELATED PARTIES

There are no discernible conflicts of interest arising as a result of this report and its recommendations.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The iFuture Corporate Plan identifies the Customer Experience Strategy as a catalyst project for Theme 4 – A Trusted and Leading Organisation.

Council actively commenced the development of a Customer Experience Strategy in March 2021 with the appointment of Ipsos Business Consulting to work with Council in assessing the current state and then engaging with the organisation in a Customer Experience Maturity Assessment.

The outcome of the Maturity Assessment was to propose an overarching effort to increase awareness and engagement across the organisation with a Customer Experience Strategy.

The draft Strategy addresses:

- Customer understanding
- Customer experience insight ecosystem

- Future state priorities

The draft Strategy includes a vision for the organisation and a set of clear principles. To deliver on our vision and standards, five focus areas have been identified to ensure the 'customer is first' in our every day:

- Listen
- Understand
- Design
- Communicate
- Empower

Each of the five focus areas has a set of program priorities to ensure Council will continuously and measurably improve customer experience.

Refer to Attachment 1 – Draft Customer Experience Strategy for full details.

LEGAL/POLICY BASIS
This report and its recommendations are consistent with the following legislative provisions:
Not Applicable

RISK MANAGEMENT IMPLICATIONS

Non-delivery of a Theme 4 Catalyst Project of the iFuture Corporate Plan.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Recommendation is to endorse the Customer Experience Strategy
(b) What human rights are affected?	No human rights are affected by this decision and further consideration is unnecessary.
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation	Not applicable

fair and reasonable?	
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

This report relates to the draft Customer Experience Strategy therefore there are no financial implications at this time.

Many of the immediate and future actions will be designed as process improvements within current budget allocations.

The fuller financial implications of this program of work will be identified in the Implementation Plan and brought forward as discreet business cases to be presented as potential 2021-2022 budget amendments or the 2022-2023 budget build.

COMMUNITY AND OTHER CONSULTATION

The initial review of Council and customer information and data included:

- iFuture Corporate Plane 2021-2026
- Ipswich City Council Annual Plan 2021-2022
- Our Community: Demographic Profile of Ipswich 2016
- Ipswich Central Profile Research Report 2020
- Council Customer Experience Survey Report 2020
- Council Benchmark Ranking 2020
- CSBA Syndicated Benchmarking
- CSBA Ipswich City Council Study
- Council Contact Centre Data: daily call volumes, call wrap codes, first call resolutions statistics and resolution time
- Council Digital Contact Data: online enquiries, emails. Website visits and counter service

The project team in partnership with Ipsos Market Research conducted the following engagement:

- 233 respondents to a whole-of-Council survey
- 25 targeted customer experience stakeholders surveyed
- 22 attendees to a customer experience workshop

- 17 business units involved in the Strategy development
- 14 interviews with Mayor, Councillors, CEO and General Managers

On 24 August the Draft Customer Experience Strategy was presented at a Councillor Briefing and Workshop Session.

CONCLUSION

A clear Customer Experience Strategy will guide the organisation to becoming a customer centric organisation that provides great customer experience for all our customers. The strategy will also ensure focus is maintained on managing resources and allocating time to key priorities.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Draft Customer Experience Strategy

Anne Cahill
CUSTOMER EXPERIENCE LEAD

I concur with the recommendations contained in this report.

Matt Pascoe
CUSTOMER EXPERIENCE MANAGER

I concur with the recommendations contained in this report.

Samantha Chandler
MANAGER, LIBRARIES AND CUSTOMER SERVICES

I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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

Item 3 / Attachment 1.

MAYOR'S MESSAGE

Delivering world-class services means ensuring all customers – residents, visitors and businesses alike – have a positive experience with Ipswich City Council.

I am delighted to present the inaugural Customer Experience Strategy, our commitment to providing the best possible outcome in your interactions with Council staff and services. Whether you are enquiring about financial support for local traders, paying a bill or accessing a Council park or swimming pool, we know every interaction can have an impact on your day-to-day life. That's why we are equipping our team of more than 1,400 staff with the policy framework and resources they need to deliver great experiences, every day.

This document combines extensive research, consultation, and analysis as part of iFuture, our 20-year community vision. We have engaged with the people accessing Council services at every stage, recognising the importance of your voice in improving service delivery. Inside you will find the best-practice models, targets and next steps that shaped our four new principles – consistent, approachable, responsive, and efficient – and corresponding focus areas.

The Ipswich City Council Customer Experience Strategy is the next step in creating a resident-focused Council. I look forward to delivering on its principles in the years ahead.

Mayor Teresa Harding

IPSWICH IN NUMBERS

6.2 million
waste kerbside collections

1.1 million
library items borrowed or downloaded

65,500
customer service requests raised

170,000
contact centre calls

14,500
customer emails actioned

1,929 kms
council-maintained roads

400
parks and
219
nature reserves maintained

360,000
rate assessments

36,700
animal registrations

1,215
development applications lodged

1,166
businesses license renewals

WHAT IS A CUSTOMER EXPERIENCE FOR AN IPSWICH CITY COUNCIL CUSTOMER?

Customer Experience (CX) is influenced by every interaction a customer, whether a resident, visitor or a business, has with the council.

CX is about expectations and experiences, past, present and future intentions, across every touchpoint.

The benefits of getting CX right:

- Council will be viewed as a trusted and leading organisation
- Improve internal efficiencies in preparation for population growth
- Strengthen social licence by delivering on customer needs
- Pre-empt and meet evolving customer expectations
- Reduce costs to service through customer centric service design
- Increased customer understanding to enhance quality of life for communities
- Reducing the number of customer contacts and complaints
- Our people will feel valued, engaged, supported and empowered to deliver at their best
- Inform customer centric policy development

Item 3 / Attachment 1.

OUR CUSTOMER EXPERIENCE STRATEGY WILL HELP ICC

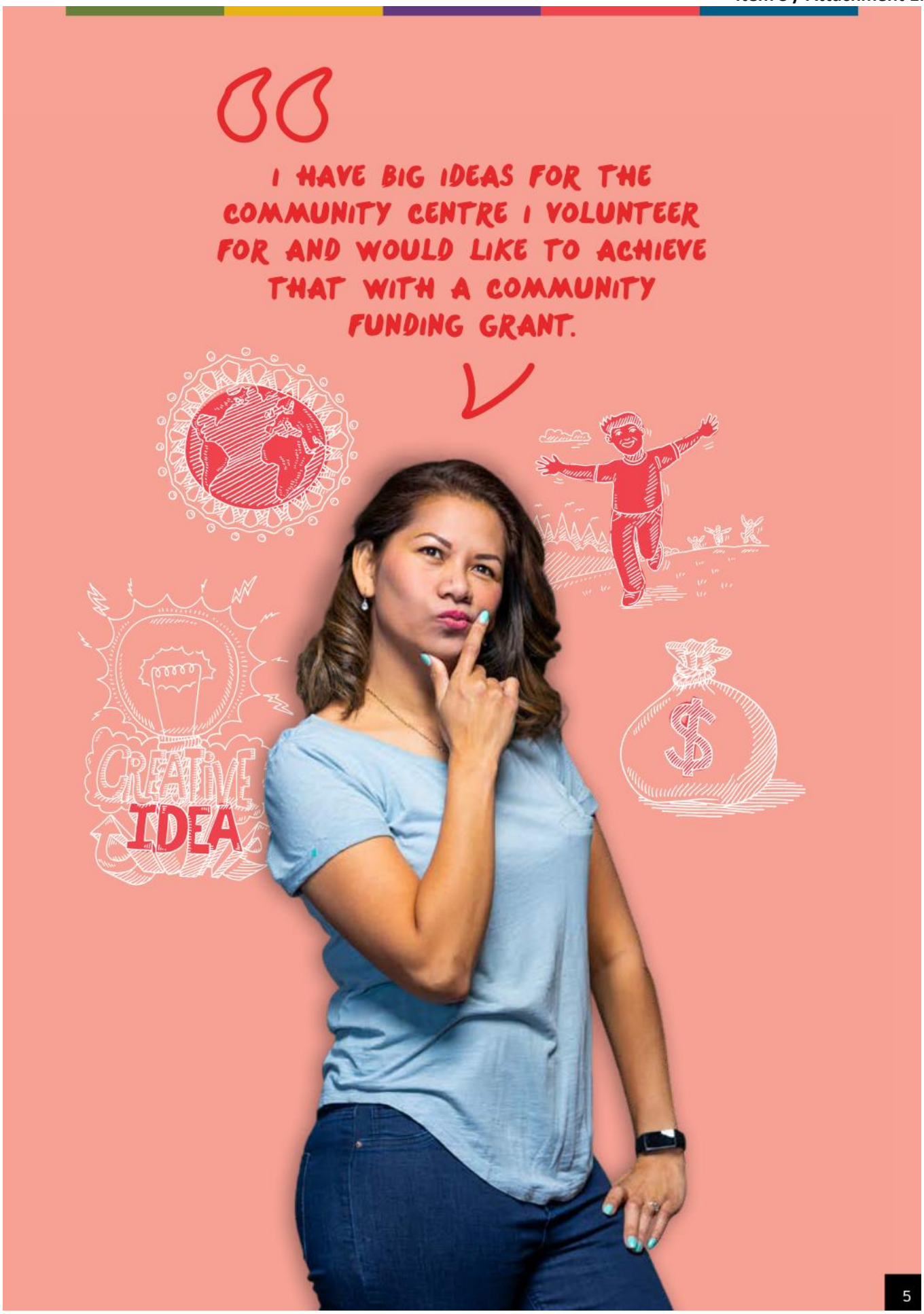
Ipswich City Council performs a number of functions...

... and the customers we interact with are numerous and varied.

Over 1,400 of our people are responsible for the delivery of customer experience.

A unifying CX vision is the best way to be organised, optimally resourced and best equipped to succeed.

Item 3 / Attachment 1.



Item 3 / Attachment 1.

OUR CX PRINCIPLES

C We will deliver **CONSISTENT** experiences across channels: by working as one team and meeting expectations every time.

A We will be **APPROACHABLE** by offering channels of customers' choice to deliver personalised and relevant experiences.

R We will be **RESPONSIVE** by taking a data-driven approach to deeply understand customers and proactively respond to their needs continuously.

E We will be **EFFICIENT** by being easy and simple to deal with using automated processes, digital services and getting it right the first time.

FIVE FOCUS AREAS TO DELIVER OUR VISION AND PRINCIPLES

CUSTOMER 1ST

LISTEN **UNDERSTAND** **DESIGN** **COMMUNICATE** **EMPOWER**

These five are identified as key focus areas for the council to improve customer experience today and to ensure the council is set-up to continuously improve on an ongoing basis.

We will put customes at the centre every step of the way.

City-wide consultation will support the strategic direction of the strategy for years 2 and 3.

Item 3 / Attachment 1.

CUSTOMER 1ST

LISTEN

Listening fosters connection, understanding and enables us to learn from both our internal and external customers. Paying close attention and having good awareness is critical to understanding customers behaviours, needs and frustrations helping to prioritise improvements in customer journeys.

PROGRAM PRIORITIES

1. **Voice of the Customer Program** – establish a framework for collecting customer insights across various touch points, journeys and at moments that really matter to our customer. We will engage with the community to understand our customer's needs.
2. **Our people will have access to customer insights** – all Branches and Sections have access to customer insights and proactively use as both a coaching tool and to inform design improvement solutions.
3. **Learn and act based on insights** – set up a robust process to close the loop with customers at a tactical level and to use insights strategically to re-design future experiences.
4. **Community Engagement** – city wide consultation will be performed to inform the Customer Experience roadmap for years two and three.

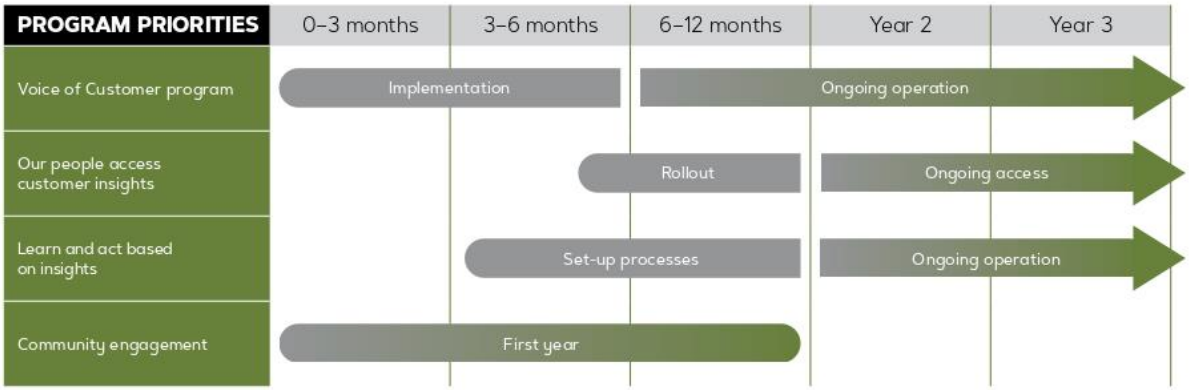
HOW WILL WE KNOW WE ARE IMPROVING?

- ✔ Customers will be able to give feedback easily on key services, interactions and journeys.
- ✔ Number of contacts made to close the loop with customers increases.
- ✔ Our people will be using customer insights to inform an ongoing improvement plan.
- ✔ Insights are used to inform design of improved customer experiences.

IMPACT THIS WILL HAVE

- ✔ **Customers** – will be confident feedback will be heard and acted upon.
- ✔ **Our People** – leaders and teams will put the customer at the centre of solutions, giving confidence to both, that decisions and outcomes will always benefit the customer.
- ✔ **Process** – clear and standardised processes will be used to collect insights. This will inform and support a high standard of service design improvement solutions.
- ✔ **Technology** – a single listening tool that manages and leverages all customer insights.

ROADMAP FOR LISTEN



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Digital Services	Information and Communications Technology Branch
Engagement	Communications and Engagement Branch
Organisational Development	People and Culture Branch

THE FUTURE OF 'LISTEN'

After we implement the program priorities we will hear...

CUSTOMER 1ST

UNDERSTAND

Remember customer information, needs, and interactions to deliver 'relevant' and 'personalised' experiences to each customer.

PROGRAM PRIORITIES

1. **Review customer information systems** – inform and support the iVolve project by identifying opportunities and recommending outcomes that supports customer understanding.
2. **Customer segmentation** – understand the needs of different customer segments to inform future customer journeys during design workshops.
3. **Organisation wide system** – inform and support the iVolve project in the implementing of an organisation wide system to provide a single comprehensive view of each customer with a data-driven approach to personalise experiences.

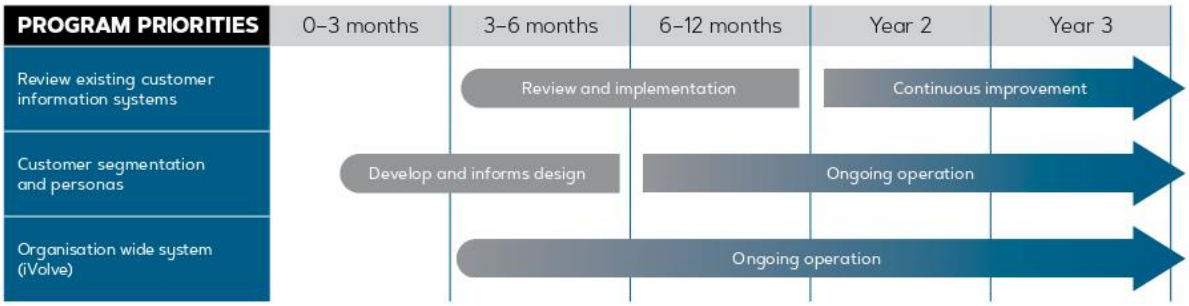
HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ The outcomes of the iVolve project delivers outcomes that support customer understanding.
- ✓ Improvements in First Contact Resolution and Satisfaction results.
- ✓ Teams will have access to relevant customer information irrespective of where they work in council.
- ✓ Fewer handovers and efficient processes that make it easier to serve the customer and reduce resolution times.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will see more personalised interactions, be offered relevant information and services based on their individual needs.
- ✓ **Our People** – teams will find it easy to serve the customer, with access to the relevant customer data required to understand their needs in one place and be able to respond accordingly.
- ✓ **Process** – will be streamlined with clarity around how customer data will be stored, used and leveraged.
- ✓ **Technology** – existing technology will be utilised to its potential. The iVolve Project will be informed and supported to establish an organisation-wide system to support long-term transformation in understanding our customers.

ROADMAP FOR UNDERSTAND



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
iVolve Project	Performance Branch
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch

THE FUTURE OF 'UNDERSTAND'

After we implement the program priorities we will hear...

CUSTOMER 1ST

DESIGN

Design experiences that are seamless and consistent regardless of the teams involved or the channels used by the customer.

PROGRAM PRIORITIES

1. **Map current and ideal customer journeys** – identify key customer journeys and map current state from a customer's perspective. This will help us gain insights into the Moments of Truth, Pain Points and the customer's needs across the end to end experience when designing the solutions.
2. **Design seamless consistent experiences across engagement channels** – customer journeys will be designed across various service layers and channels. The current engagement channels will be reviewed as part of this process and consistent and effective standards of communication will be established.

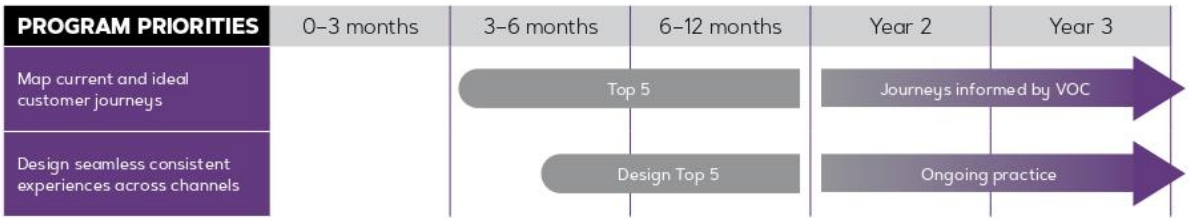
HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ Customers will not have to repeat themselves regardless of which channel or service they access.
- ✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.
- ✓ Teams will have access to relevant customer information no matter where they work across the organisation.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will choose the way they want to contact council and receive consistent responses and resolution.
- ✓ **Our People** – teams will find it easy to serve the customer, with improved processes and consistent communication.
- ✓ **Process** – will have clear standards and align with our customers needs.
- ✓ **Technology** – a single consistent application will be used on an ongoing basis to map end to end journeys across different service layers.

ROADMAP FOR DESIGN



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Relevant subject business area	All
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch
Program Management Office	Performance Branch

THE FUTURE OF 'DESIGN'

After we implement the program priorities we will hear...

Item 3 / Attachment 1.

CUSTOMER 1ST

COMMUNICATE

Make effective customer engagement a priority by improving the way we communicate and setting clear expectations so customers are informed and have confidence in council.

PROGRAM PRIORITIES

1. **Establish and share service categories, standards and principles** – we will share our Service Catalogue, including service standards where they apply, with our customers and teams to assist setting expectations for delivery.
2. **Content review** – Immediately review content and communication across multiple channels for our key services to ensure we communicate consistent, accurate information to both customers and our people.
3. **Implement proactive communication** – Establish proactive communication so customers are informed about the process, next steps and outcomes relevant to their request.

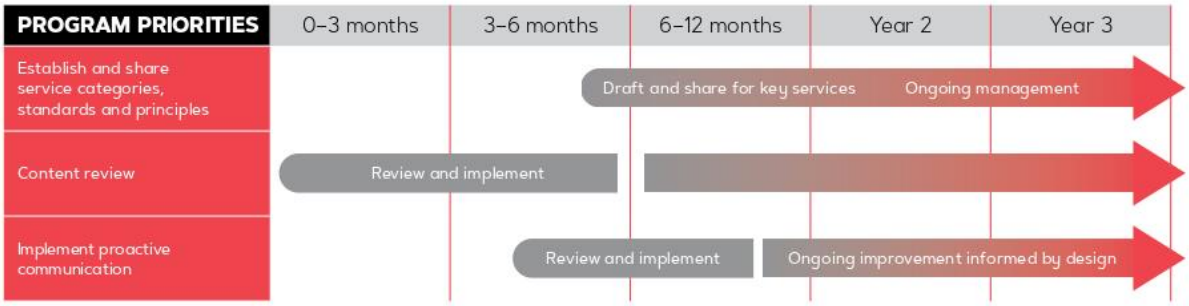
HOW WILL WE KNOW WE ARE IMPROVING?

- ✔ There will be a reduced number of avoidable contacts.
- ✔ Customers will not contact us to follow up on previous request.
- ✔ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.
- ✔ Reduced customer effort.

IMPACT THIS WILL HAVE

- ✔ **Customers** – will be informed of services we provide, will receive timely updates on requests, and will know where to find relevant, accurate, and consistent information when required.
- ✔ **Our People** – will have clarity around agreed service standards and understand that communicating proactively with customers is a priority.
- ✔ **Process** – there will be clear and consistent processes to review and update content, and to ensure proactive and effective communication.
- ✔ **Technology** – current systems will be optimised for most effective communication.

ROADMAP FOR COMMUNICATE



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Financial Accounting	Finance Branch
Integrated Planning and Reporting	Performance Branch
Media and Communications	Communications and Engagement Branch
Digital Services	Information and Communications Technology Branch
Operations	Information and Communications Technology Branch
Relevant subject business area	All

THE FUTURE OF 'COMMUNICATE'

After we implement the program priorities we will hear...

CUSTOMER 1ST

EMPOWER

To ensure the customer is the focus across all areas of the organisation, our people will understand their direct impact on customers. Empower every employee to make every moment matter.

PROGRAM PRIORITIES

1. **Employee development program** – Introduce Employee CX Development as part of 'onboarding' with a goal that every employee understands that their decisions impact our customers.
2. **Employee experience program** – Implement an employee experience program to monitor and manage employee experience in order to build a customer-centric culture. Employee experience drives customer experience.
3. **Develop governance to ensure accountability across council** – Co-design measures and standards across each business unit to create accountability and empowerment to improve customer experience.
4. **CX program support** – The CX program will be supported by the Executive Leadership Team and a cross organisation working group will be established to drive the program of work.
5. **Collaboration across business units** – Cross functional teams established to solve customer problems and to focus on continuously improving CX.
6. **CX Maturity Review** – A review of councils CX maturity will be undertaken on an annual basis to assess progress in embedding and empowering the customer focus in the organisation.

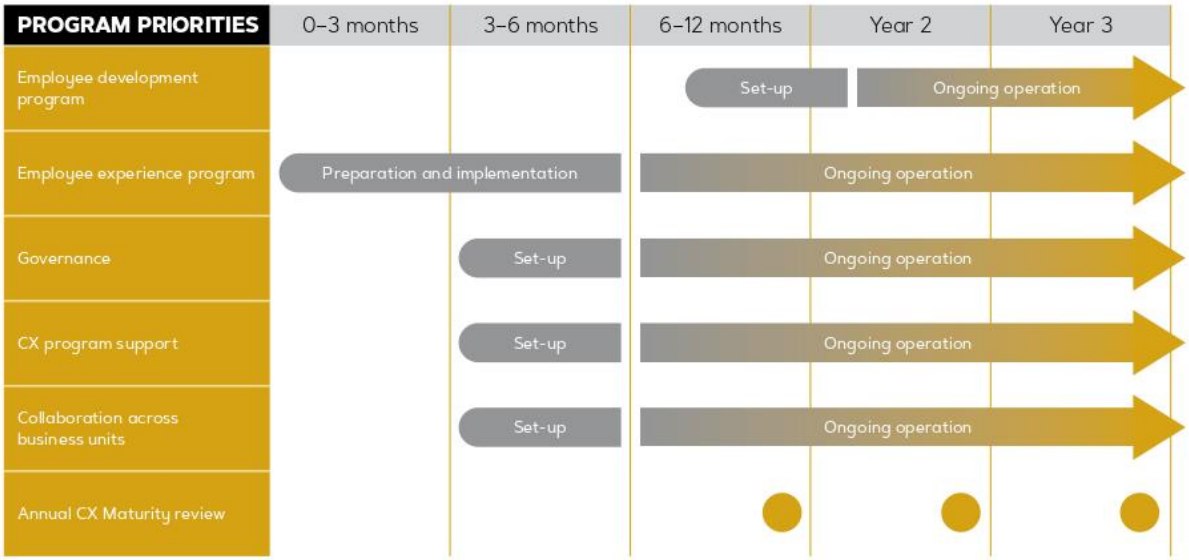
HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ Improved employee experience measures.
- ✓ All people, including those who are not customer facing, will have customer focused goals.
- ✓ Established processes in place for cross department collaboration.
- ✓ Our people will see and hear support from the Leadership Team.
- ✓ CX Maturity will move from 'foundation' level to 'practised' then 'leading'.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will experience our CX Vision and principles when they connect with council.
- ✓ **Our People** – will feel more in control, informed and confident they are supporting our customers experience.
- ✓ **Process** – there will be clear and consistent processes to support cross-collaboration.
- ✓ **Technology** – explore and identify effective systems to support our people making informed decisions and taking customer centric actions.

ROADMAP FOR EMPOWER



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Organisational Development	People and Culture Branch
Executive Leadership Team	Ipswich City Council
Program Management Office	Performance Branch
Relevant subject business area	All

THE FUTURE OF 'EMPOWER'

After we implement the program priorities we will hear...

Item 3 / Attachment 1.

HOW WILL WE MEASURE CX IMPROVEMENT?

The three measures which will collectively help ICC measure Customer Experience and track our progress will be:

CX OVERVIEW

CX VISION

We listen, we care, we deliver great everyday experiences – every day

CX STANDARDS: CUSTOMER WILL FIND ICC TO BE:

Consistent » Approachable » Responsive » Efficient

TO DELIVER ON OUR VISION AND STANDARDS WE WILL FOCUS ON THESE AREAS

Listen » Understand » Design » Communicate » Empower

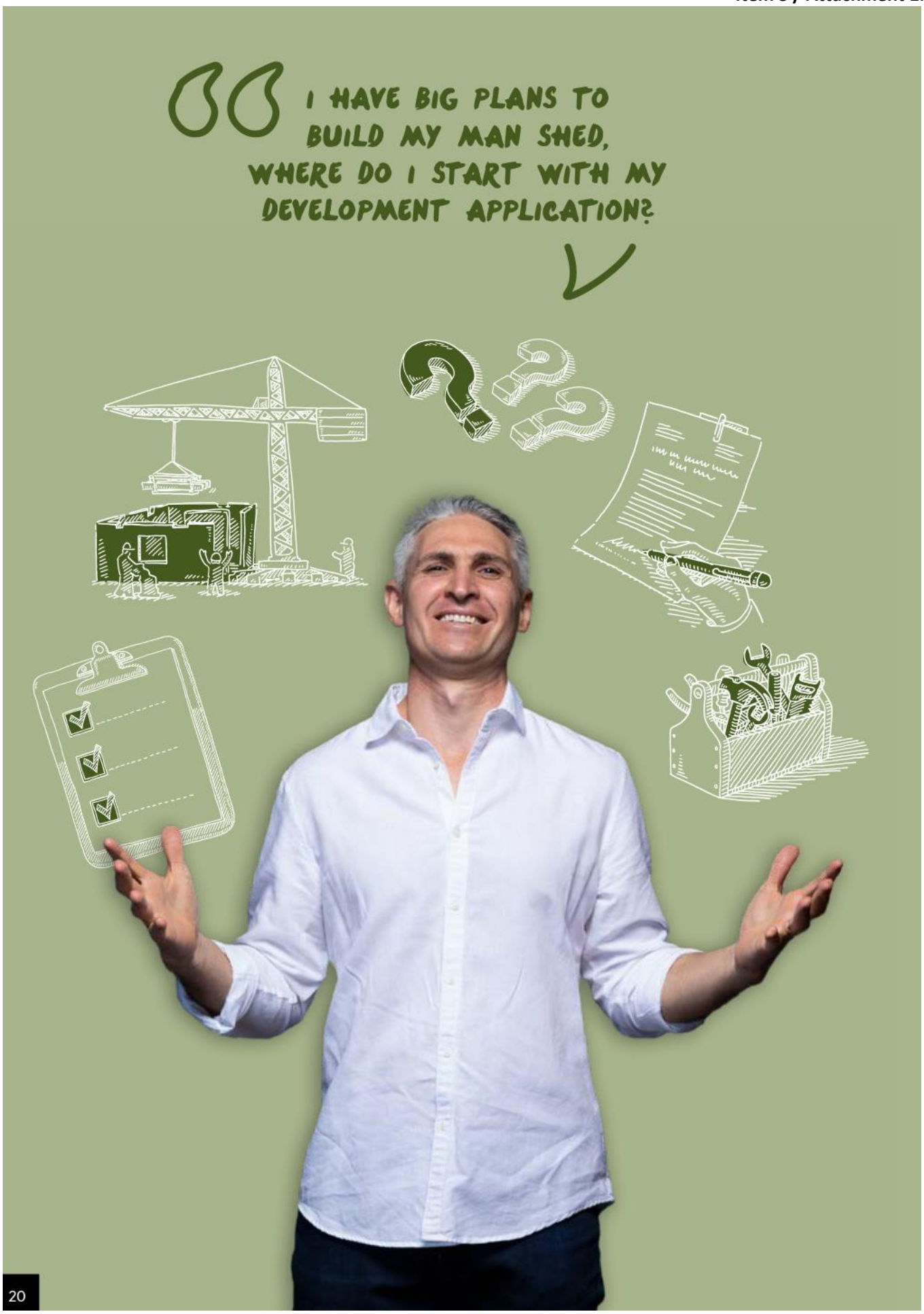
BY DELIVERING ON CX STRATEGY OUR PEOPLE WILL FEEL

Engaged » Sense of belonging » Clarity » Pride

WE WILL KNOW WE IMPROVED BY MEASURING

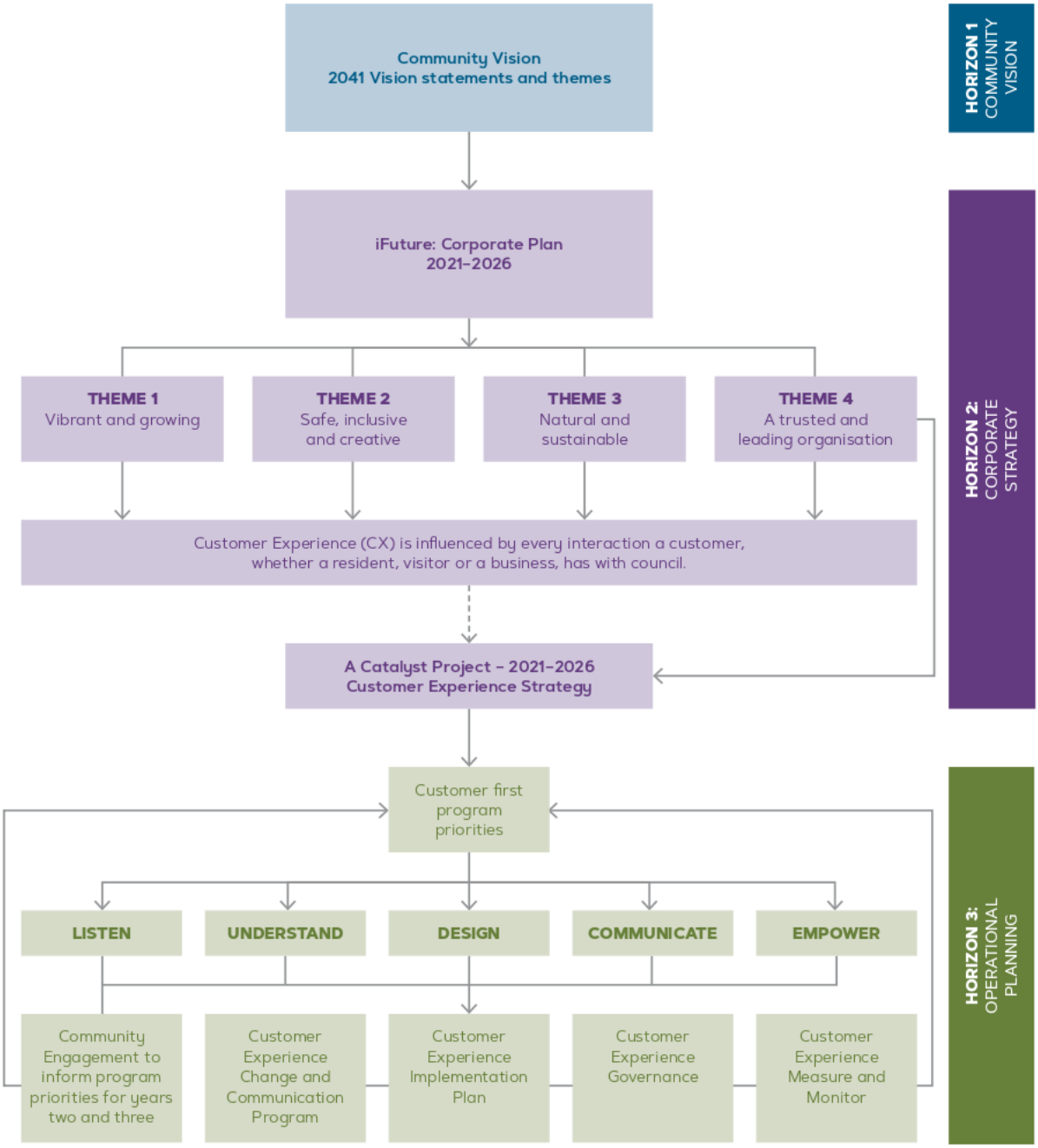
NPS Score » Customer Satisfaction » Customer Effort

Item 3 / Attachment 1.

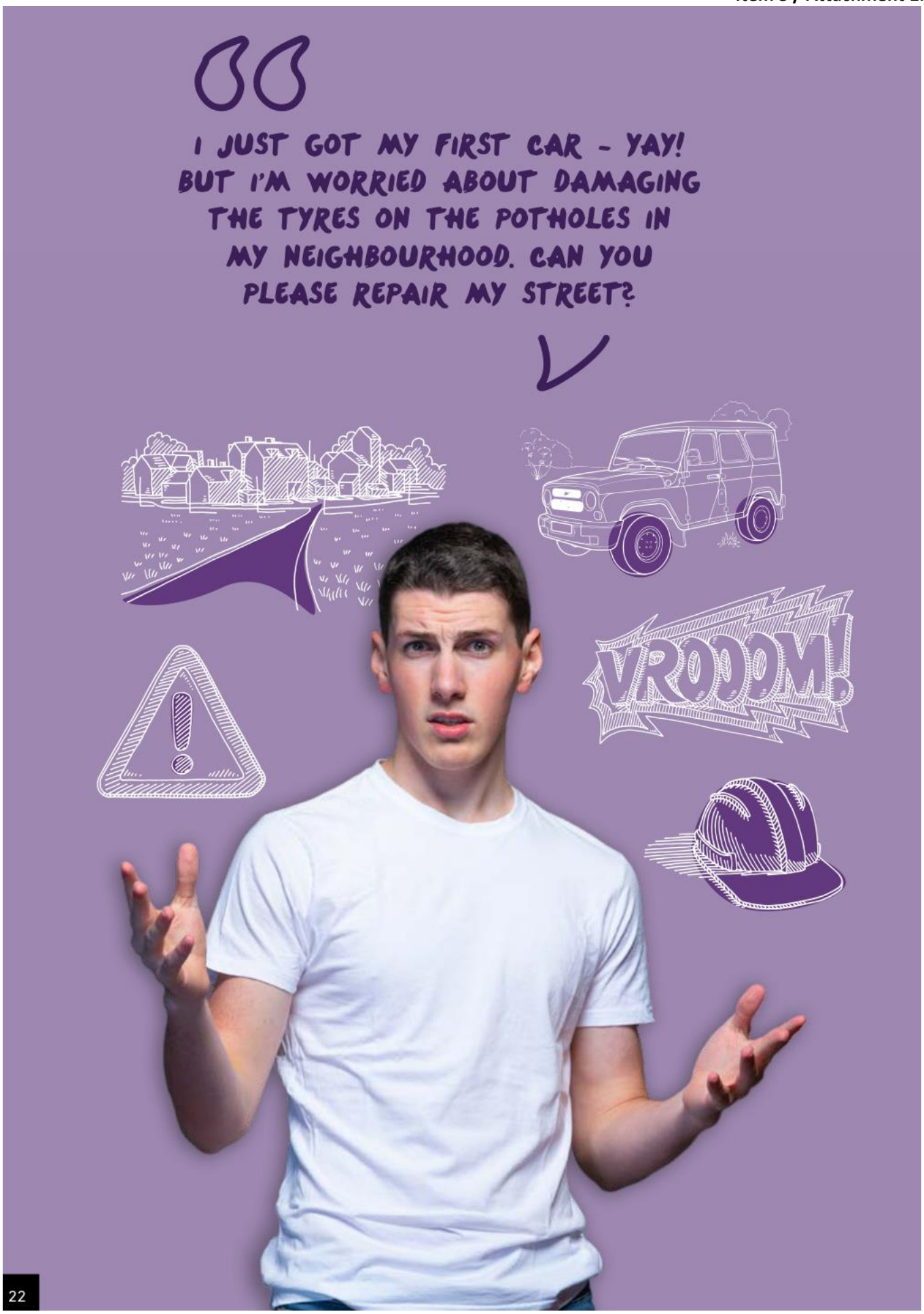


iFUTURE: CORPORATE PLAN

The Customer Experience Strategy is a catalyst project in the iFuture: Corporate Plan for 2021–2026



Item 3 / Attachment 1.



NEXT STEPS

- A detailed implementation plan will now be drafted to support the CX Strategy.
- The Customer Experience and Customer Service Teams will support the CX vision by focussing on an Immediate Action Program to support the uplift of council's Customer Service channel.
- City wide consultation will be designed with the Communication and Engagement Section to communicate the CX Strategy and seek feedback to inform the CX roadmap for years two and three.
- The Customer Experience team will work with the Project Management Office to ensure strong governance and structure is established to support the CX roadmap. This will enable the organisation to build a customer-centric culture that will become part of our DNA. Including:
  - leaders and teams from across the organisation understanding clear and defined ownership and responsibilities
  - accountability for every CX focus area will ultimately sit with one person
  - establishing a process to ensure every change initiative moving forward in the organisation assess the impact it will have on CX, encouraging cross functional collaboration.
- A change and communication plan be created to ensure the strategy is embedded in the organisation.
- CX metrics will commence being used for evidence and ongoing understanding on how we are tracking.
- Councillors and our people will be able to stay informed of our progress through regular reports and will be able to provide ongoing feedback.

Item 3 / Attachment 1.

Doc ID No: A7580787

ITEM: 4

SUBJECT: CIVIC AND CEREMONIAL EVENTS POLICY

AUTHOR: BUSINESS IMPROVEMENT OFFICER

DATE: 21 SEPTEMBER 2021

EXECUTIVE SUMMARY

This is a report concerning a recommendation for the adoption of the Civic and Ceremonial Events Policy which amends the current Civic Events Policy.

RECOMMENDATION/S

That the revised Civic Events Policy as detailed in Attachment 1 be adopted.

RELATED PARTIES

There are no conflicts of interest identified and declared in relation to the contents of this report.

IFUTURE THEME

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

To re-establish a positive program of priority civic events and ceremonial activities designed to celebrate the Ipswich community and improve quality engagement between Council and residents, the Civic Celebrations Working Group was established which included Mayor Harding, Councillor Ireland, Councillor Fechner and Councillor Milligan.

To support the civic events and ceremonial activities, the Civic Celebrations Working Group reviewed and reconsidered the current Civic Events Policy.

The Civic Events Policy has been changed to the Civic and Ceremonial Events Policy and the scope of the policy now includes a portfolio of civic and ceremonial events and outlines which events are in scope.

The Civic and Ceremonial Events Policy now defines Council's commitment to deliver and support civic and ceremonial events for the benefit of the Ipswich community.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications related to the recommendation of this report.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	Recommendation A states that Council endorse the amended Civic and Ceremonial Events Policy
(b) What human rights are affected?	No human rights are affected by this decision. The policy aligns with Human Rights as it supports inclusiveness and encourages positive engagement with the community to celebrate and recognise achievements/ milestones and promotes the City.
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable
(e) Conclusion	The decision is consistent with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

Financial and in-kind support for civic events does require an annual budget allocation. Whilst the Civic and Ceremonial Events Policy better defines and identifies relevant activities, no specific increase in the 2021/22 Operating Budget is required. Instead, financial support is to be allocated from the established Event Sponsorship, City Events and Community Development operating budgets where it is historically accessed from.

COMMUNITY AND OTHER CONSULTATION

The Civic Celebrations Working Group has reviewed the draft policy and it was circulated to all Councillors and their feedback has been incorporated into the policy.

CONCLUSION

In accordance with Council's adopted Policy and Procedure Management Framework, the Civic Celebrations Working Group have undertaken a review of the Civic and Ceremonial Events Policy which is presented for Council's resolution.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Civic and Ceremonial Events Policy Track Charged
2.	Civic and Ceremonial Events Policy Cleanskin

Anne Eves
BUSINESS IMPROVEMENT OFFICER

I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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

Item 4 / Attachment 1.

IPSWICH CITY COUNCIL

Civic and Ceremonial Events Policy

Version Control and Objective ID	Version No: 3~~2~~	Objective ID: A7150374
Approved by Council on	~~25 March 2021~~	
Date of Review	~~25 March 2025~~	

1. Statement

Council delivers and supports a portfolio of civic and ceremonial events each year. These activities build community pride, foster positive relationships between the community and Council, connect the community in celebration, and recognise individual and community contributions.

~~Council delivers several civic and ceremonial events and functions, as well as other functions and receptions as the need arises. These events and functions foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride or spirit.~~

2. Purpose and Principles

This policy defines Council's commitment to delivering and supporting civic and ceremonial events for the benefit of the Ipswich community.

This policy applies to Councillors and Council employees and applies to Council events and community events.

~~This policy defines the civic event service delivery role of the City Events Team in the planning, coordination and execution of civic events.~~

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan theme:

- Safe, Inclusive and Creative

4. Regulatory Authority

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- ~~Ipswich City Council Long Term Community Plan (i2031)~~
- ~~Ipswich City Council Corporate Plan 2017 – 2022~~
- Code of conduct for Councillors in Queensland
- Australian Citizenship Ceremonies Code 2019

5. Scope

This policy applies the following portfolio of civic and ceremonial events:

- Australia Day Awards – Celebrate the diverse and remarkable contributions of community members. Manage the nomination process, judging and award ceremony (Council Event).

- Citizenship Ceremonies – Support and celebrate Ipswich residents to make the Australian citizenship pledge. Facilitate the official Department of Home Affairs requirements and manage the ceremonies in accordance with the Australian Citizenship Ceremonies Code (Council Event).
- ANZAC Day Commemorative Service and Parade (Ipswich Central) – Provide operational assistance and funding support to the Ipswich RSL Sub-Branch for their annual ANZAC Day Commemorative Service and Parade (External Event).
- ANZAC Day Commemorative Services and Parades (Other) – Provide funding and in-kind support to ANZAC Day Commemorative Services and Parades delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Remembrance Day – Provide funding and in-kind support to Remembrance Day Commemorative Services delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Victory in the Pacific Day – Provide funding and in-kind support to Victory in the Pacific Day Commemorative Services delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Vietnam Veterans' Day – Provide funding and in-kind support to Vietnam Veterans' Day Commemorative Services delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Labour Day – Provide funding and in-kind support to Labour Day Services and Parades delivered by endorsed Organising Committees (External Event).
- Ipswich Day – Recognise and celebrate the proclamation of the municipality of Ipswich (Council Event).
- Volunteer Recognition Day – Recognise Council and community volunteers during National Volunteer Week (Council Event).
- Seniors Recognition Day – Promote positive community attitudes towards older people and ageing, facilitate community participation, and enhance community connections during Queensland Seniors Week (Council Event).
- Box Flat Memorial Service – Provide funding and in-kind support to the Box Flat Memorial Service delivered by an endorsed Organising Committee (External Event).
- Keys to the City – A symbolic presentation representing the highest honour that the city can confer on an individual or group (Council Event).
- Freedom of Entry – A right which is granted upon a military unit authorising that unit to march through the streets of the city on a ceremonial occasion (Council Event).
- Certificates and Plaques – In recognition of individual or group achievement or milestone.
- Floral Tributes and Wreaths – To honour or pay respects on behalf of Council.
- Other civic and ceremonial events approved by Council.

~~This policy applies to~~

- ~~Australia Day Awards: The awards recognises outstanding achievers in our community.~~
- ~~Citizenship Ceremonies: An official ceremony delivered on behalf of the Department of Home Affairs where approved conferees are conferred as Australian Citizens.~~

~~Citizenship Ceremonies are organised in accordance to the Australian Citizenship Ceremonies Code.~~

- ~~ANZAC Day Parade: Provide operational assistance to The RSL (The Returned and Services League, Australia) at the main ANZAC Day parade and associated activity.~~
- ~~ANZAC Day Commemorative Services: Provide support through community funding and in-kind support in line with the Community Funding and Support Policy.~~
- ~~Other events to commemorate civic occasions: Approved by the Chief Executive Officer and the General Manager (Community, Cultural and Economic Development).~~

~~Mayor and councillors to attend civic events in an officiating capacity.~~

~~Mayor, Deputy Mayor, CEO and the Administrator are approved Presiding Officers for Citizenship Ceremonies.~~

6. Out of Scope

This policy does not apply to the annual City Events Plan, those activities are designed and delivered by the City Events Section in consultation with the Mayor and Councillors. Nor does it include local events that receive Council support through Council's Events Sponsorships.

7. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when adopting and/or amending this policy. When applying this policy, 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.

8. Roles and Responsibilities

POSITION	RESPONSIBILITES
Mayor and Councillors	• Agree the annual portfolio of civic and ceremonial events via the Civic and Ceremonial Events Advisory Group. • Oversee the planning and delivery of the annual portfolio of civic and ceremonial events via the Civic and Ceremonial Events Advisory Group. • Attend civic and ceremonial events in an officiating capacity. • The Mayor and Deputy Mayor are approved Presiding Officers for Citizenship Ceremonies.
Office of the Mayor and Councillor Liaison Officers	• Coordinate attendance by the Mayor and Councillors. • Prepare speeches and any other requirements of official duties for the Mayor and Councillors. • Coordinate and distribute Certificates and Plaques / Floral Tributes and Wreaths on behalf of the Mayor

	and Councillors.
Community, Cultural and Economic Development Department – City Events Section	• Council Event planning, budget, coordination, delivery and reporting. • External Event coordination of funding and in-kind support.
~~POSITION~~	~~RESPONSIBILITES~~
~~Community Events & Engagement Officer~~	~~• Comply with council policies~~ ~~• Briefing of Marketing and Media Services (if required)~~ ~~• Coordination of key stakeholders~~ ~~• Coordinate approvals~~ ~~• Planning and coordination of the event~~ ~~• Oversee event delivery~~ ~~• Manage allocated event budget~~ ~~• Coordination of debrief and provide feedback~~

~~6.~~9. Key Stakeholders

- Mayor and Councillors
- Office of the Mayor – Executive Services – Coordination and Performance
- Councillor Liaison Officers – Executive Services – Coordination and Performance
- City Events Section – Marketing and Promotions – Community, Cultural and Economic Development Department
- Community Development Section – Economic and Community Development – Community, Cultural and Economic Development Department
- ~~Office of the Mayor – Executive Services - Coordination and Performance~~
- ~~Councillor Support – Executive Services - Coordination and Performance~~

~~7.~~10. Monitoring and Evaluation

- Ensuring that relevant policy and procedure is followed.
- Ensuring council events are delivered within scope and budget.
- Acquittal of funding and in-kind support.
- ~~Ensuring that any related protocol is correctly followed~~
- ~~Ensuring council events are delivered within scope and budget.~~
- ~~Ensuring council events are delivered to a high standard.~~
- ~~Feedback from participants and/or attendees achieves a minimum 80% satisfaction.~~

11. Definitions

Civic and Ceremonial Event	An event which Council has direct involvement in and designates as building community pride, fostering positive relationships between the community and Council, connecting the community in celebration, and recognising individual and community contributions.
Civic and Ceremonial Events	An internal collaborative team of Councillors and Council employees who have agreed to meet regularly to review, approve and assist in

Advisory Group	the planning and delivery of the portfolio of civic and ceremonial events.
Community Organisation	Schedule 8 of the Local Government Regulation 2012 defines a community organisation as: (a) an entity that carries on activities for a public purpose; or (b) another entity whose primary object is not directed at making a profit
Council	Council of the City of Ipswich.
Council Event	An event initiated and managed by Council and where Council is the main contributor of funds and is responsible for decisions about the event.
Councillors	A Councillor of the City of Ipswich (including the Mayor).
External Event	Events not owned or operated by Council.
Funding Support	The provision of money to a community organisation for a specified purpose and subject to certain terms and conditions.
In-Kind	The provision of goods or services as opposed to money.
Operational Assistance	The involvement of Council in the planning and delivery of an event though only in a support role.
Organising Committee	The entity or person external to Council who is responsible for organising the event and is authorised to make decisions about the event.
~~**Civic event**~~	~~An event that council is obligated to deliver to commemorate a major civic occasion~~
~~**Council**~~	~~Means Ipswich City Council~~
~~**Councillors**~~	~~Mayor and Councillors~~

~~8.~~12. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner ~~and the City Event Manager is~~ responsible for authoring and reviewing this policy.

Item 4 / Attachment 2.

IPSWICH CITY COUNCIL

Civic and Ceremonial Events Policy

Version Control and Objective ID Version No: 3 Objective ID: A7150374

Approved by Council on

Date of Review

1. Statement

Council delivers and supports a portfolio of civic and ceremonial events each year. These activities build community pride, foster positive relationships between the community and Council, connect the community in celebration, and recognise individual and community contributions.

2. Purpose and Principles

This policy defines Council's commitment to delivering and supporting civic and ceremonial events for the benefit of the Ipswich community.

This policy applies to Councillors and Council employees and applies to Council events and community events.

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan theme:

- Safe, Inclusive and Creative

4. Regulatory Authority

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- Code of conduct for Councillors in Queensland
- Australian Citizenship Ceremonies Code 2019

5. Scope

This policy applies the following portfolio of civic and ceremonial events:

- Australia Day Awards – Celebrate the diverse and remarkable contributions of community members. Manage the nomination process, judging and award ceremony (Council Event).
- Citizenship Ceremonies – Support and celebrate Ipswich residents to make the Australian citizenship pledge. Facilitate the official Department of Home Affairs requirements and manage the ceremonies in accordance with the Australian Citizenship Ceremonies Code (Council Event).
- ANZAC Day Commemorative Service and Parade (Ipswich Central) – Provide operational assistance and funding support to the Ipswich RSL Sub-Branch for their annual ANZAC Day Commemorative Service and Parade (External Event).

- ANZAC Day Commemorative Services and Parades (Other) – Provide funding and in-kind support to ANZAC Day Commemorative Services and Parades delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Remembrance Day – Provide funding and in-kind support to Remembrance Day Commemorative Services delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Victory in the Pacific Day – Provide funding and in-kind support to Victory in the Pacific Day Commemorative Services delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Vietnam Veterans' Day – Provide funding and in-kind support to Vietnam Veterans' Day Commemorative Services delivered by endorsed RSL Sub-Branches and Organising Committees (External Event).
- Labour Day – Provide funding and in-kind support to Labour Day Services and Parades delivered by endorsed Organising Committees (External Event).
- Ipswich Day – Recognise and celebrate the proclamation of the municipality of Ipswich (Council Event).
- Volunteer Recognition Day – Recognise Council and community volunteers during National Volunteer Week (Council Event).
- Seniors Recognition Day – Promote positive community attitudes towards older people and ageing, facilitate community participation, and enhance community connections during Queensland Seniors Week (Council Event).
- Box Flat Memorial Service – Provide funding and in-kind support to the Box Flat Memorial Service delivered by an endorsed Organising Committee (External Event).
- Keys to the City – A symbolic presentation representing the highest honour that the city can confer on an individual or group (Council Event).
- Freedom of Entry – A right which is granted upon a military unit authorising that unit to march through the streets of the city on a ceremonial occasion (Council Event).
- Certificates and Plaques – In recognition of individual or group achievement or milestone.
- Floral Tributes and Wreaths – To honour or pay respects on behalf of Council.
- Other civic and ceremonial events approved by Council.

6. Out of Scope

This policy does not apply to the annual City Events Plan, those activities are designed and delivered by the City Events Section in consultation with the Mayor and Councillors. Nor does it include local events that receive Council support through Council's Events Sponsorships.

7. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when adopting and/or amending this policy. When applying this policy, 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.

8. Roles and Responsibilities

POSITION	RESPONSIBILITES
Mayor and Councillors	• Agree the annual portfolio of civic and ceremonial events via the Civic and Ceremonial Events Advisory Group. • Oversee the planning and delivery of the annual portfolio of civic and ceremonial events via the Civic and Ceremonial Events Advisory Group. • Attend civic and ceremonial events in an officiating capacity. • The Mayor and Deputy Mayor are approved Presiding Officers for Citizenship Ceremonies.
Office of the Mayor and Councillor Liaison Officers	• Coordinate attendance by the Mayor and Councillors. • Prepare speeches and any other requirements of official duties for the Mayor and Councillors. • Coordinate and distribute Certificates and Plaques / Floral Tributes and Wreaths on behalf of the Mayor and Councillors.
Community, Cultural and Economic Development Department – City Events Section	• Council Event planning, budget, coordination, delivery and reporting. • External Event coordination of funding and in-kind support.

9. Key Stakeholders

- Mayor and Councillors
- Office of the Mayor – Executive Services – Coordination and Performance
- Councillor Liaison Officers – Executive Services – Coordination and Performance
- City Events Section – Marketing and Promotions – Community, Cultural and Economic Development Department
- Community Development Section – Economic and Community Development – Community, Cultural and Economic Development Department

10. Monitoring and Evaluation

- Ensuring that relevant policy and procedure is followed.
- Ensuring council events are delivered within scope and budget.
- Acquittal of funding and in-kind support.

11. Definitions

Civic and Ceremonial Event	An event which Council has direct involvement in and designates as building community pride, fostering positive relationships between the community and Council, connecting the community in celebration, and recognising individual and community contributions.

Civic and Ceremonial Events Advisory Group	An internal collaborative team of Councillors and Council employees who have agreed to meet regularly to review, approve and assist in the planning and delivery of the portfolio of civic and ceremonial events.
Community Organisation	Schedule 8 of the Local Government Regulation 2012 defines a community organisation as: (a) an entity that carries on activities for a public purpose; or (b) another entity whose primary object is not directed at making a profit
Council	Council of the City of Ipswich.
Council Event	An event initiated and managed by Council and where Council is the main contributor of funds and is responsible for decisions about the event.
Councillors	A Councillor of the City of Ipswich (including the Mayor).
External Event	Events not owned or operated by Council.
Funding Support	The provision of money to a community organisation for a specified purpose and subject to certain terms and conditions.
In-Kind	The provision of goods or services as opposed to money.
Operational Assistance	The involvement of Council in the planning and delivery of an event though only in a support role.
Organising Committee	The entity or person external to Council who is responsible for organising the event and is authorised to make decisions about the event.

12. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner responsible for authoring and reviewing this policy.

Doc ID No: A7566527

ITEM: 5

SUBJECT: QUARTERLY EVENT SPONSORSHIP AND TICKET ALLOCATION REPORT

AUTHOR: INDUSTRY DEVELOPMENT PROJECT OFFICER

DATE: 15 SEPTEMBER 2021

EXECUTIVE SUMMARY

This is a receive and note report concerning event sponsorship approved in the period 1 July to 30 September 2021. This quarterly report to the Community, Culture, Arts and Sport Committee is required under the Event Sponsorship Policy.

RECOMMENDATION/S

A. That Council note the following event sponsorship was approved during the 1 July to 30 September 2021 period:

- **Category 1 Event Sponsorship of $25,000 ex GST and marketing in-kind support to Tivoli Social Enterprises Ltd. for the '2021 New Year's Eve Countdown with Colour'.**

B. That Council note there were no event sponsorship ticket allocations made.

RELATED PARTIES

Tivoli Social Enterprises Ltd.

There are no discernible conflicts of interest arising as a result of this report and its recommendation.

IFUTURE THEME

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

Under Council's Event Sponsorship Policy, it is required that all event sponsorships including Category 2 sponsorships above $15,000 (approved by Council resolution) and Category 1 under $15,000 (approved under delegation by the General Manager Community, Cultural and Economic Development) and all ticket allocations are recorded in a quarterly report to the Community, Culture, Arts and Sport Committee.

In the period 1 July to 30 September 2021 the following event sponsorships were approved:

Category 1 Event Sponsorship of $25,000 ex GST and marketing in-kind support to Tivoli Social Enterprises Ltd. for the '2021 New Year's Eve Countdown with Colour'.

LEGAL/POLICY BASIS

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

RISK MANAGEMENT IMPLICATIONS

No risks have been identified. The report transparently outlines event sponsorships approved within delegation during the three-month reporting period.

No tickets were allocated within the sponsorship agreement and therefore, no risks are identified with the Ticket/Invitation Allocation Standards.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
Recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

The outlined financial support will be covered by dedicated event sponsorship funding allocated within the 2021-2022 City Events Budget. The outlined in-kind support will be provided or facilitated through council's relevant council branch.

COMMUNITY AND OTHER CONSULTATION

Meetings were held with representatives from the sponsored organisation prior to and following the submission of the event sponsorship application. A panel assessment was undertaken as per event sponsorship procedures.

Marketing Services were consulted to confirm that any in-kind support requested could be provided.

CONCLUSION

Under Council's Event Sponsorship Policy, it is required that all event sponsorships and all ticket allocations are recorded in a quarterly report to the Community, Culture, Arts and Sport Committee.

This report details all event sponsorship approved within the 1 July to 30 September 2021 reporting period.

Natalie Weibel
INDUSTRY DEVELOPMENT PROJECT OFFICER

I concur with the recommendations contained in this report.

Carly Gregory
MANAGER, MARKETING AND PROMOTION

I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER - COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

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