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1		Key Actions	Department	Key Outcome	Deliverables	Responsible Person	EDM Operational Plan 18-19 1st Qtr Progress Comments 1 Jul 2018 - 30 Sep 2018	1st Qtr Progress Achieved	2nd Qtr Progress Comments 1 Oct 2018 - 31 Dec 2018	2nd Qtr Progress Achieved	3rd Qtr Progress Comments 1 Jan 2019 - 31 Mar 2019	3rd Qtr Progress Achieved
2												
3		STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)										
4		Goal 1: Use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment.										
5		Strategy 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city										
6		1.1 Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1)	Economic Development and Marketing	1.1.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.1.1.1 Deliver a relevant program of regular business development events.	Paul Massingham	The inaugural Defence Ipswich 2018: Integrated Logistics and Sustainment Summit will be held at the University of Queensland Springfield Campus on Tuesday 20 November 2018. The one day Summit will be of national significance and focus on bringing all levels of government and industry to Ipswich in dialogue on Defence industry strategies, projects and opportunities. The Summit will feature keynote addresses, presentations and panel sessions from industry leaders and government. The agenda will also highlight supply chain and workforce opportunities providing Ipswich Defence stakeholders with unparalleled profiling and access to business development prospects. Confirmed speakers include Senator the Hon David Fawcett MP (Assistant Minister for Defence), the Hon David Johnston (Defence Export Advocate) and Dr Tod Mansell (Australian Department of Defence Chief Scientist).	In progress	The inaugural Defence Ipswich 2018 summit was sold out and successfully delivered on Tuesday 20 November 2018.  The first Ipswich Central Business Briefing was held on Tuesday 27 November 2018 and attended by 60 traders and stakeholder. The second Ipswich Central Business Briefing is scheduled for March 2019.  A 2019 calendar of business events is being drafted and will be promoted to industry by March 2019.	In progress	The 2nd Ipswich Central Business Briefing was held on Tuesday 5 March 2019 and attended by 62 traders and stakeholders. The 3rd Ipswich Central Business Briefing is scheduled for June 4 2019. The QODE Conference (innovation, start-up, business conference) occurred on the 2nd and 3rd of April 2019 showcasing 10 Ipswich and West Moreton businesses to assist in their growth and create potential global opportunities.  • 90 contacts established during the event • 262 total contacts established by the 10 businesses that were showcased at the event	On Track
7					1.1.1.2 Provide proactive and reactive contact to local businesses for general enquiries.	Paul Massingham	The inaugural Defence Ipswich 2018: Integrated Logistics and Sustainment Summit will be held at the University of Queensland Springfield Campus on Tuesday 20 November 2018. The one day Summit will be of national significance and focus on bringing all levels of government and industry to Ipswich in dialogue on Defence industry strategies, projects and opportunities. The Summit will feature keynote addresses, presentations and panel sessions from industry leaders and government. The agenda will also highlight supply chain and workforce opportunities providing Ipswich Defence stakeholders with unparalleled profiling and access to business development prospects. Confirmed speakers include Senator the Hon David Fawcett MP (Assistant Minister for Defence), the Hon David Johnston (Defence Export Advocate) and Dr Tod Mansell (Australian Department of Defence Chief Scientist).	In progress	The Business Ipswich electronic direct mail is sent fortnightly to 550 subscribed business contacts.	In progress	The Business Ipswich electronic direct mail is sent fortnightly to 550 subscribed business contacts. OED facilitated over 115 enquiries regarding investment opportunities, local business matters, industry development, inbound delegations and land use.	On Track
8					1.1.1.3 Provide leadership in the coordination of valued industry and government partners.	Paul Massingham	The inaugural Defence Ipswich 2018: Integrated Logistics and Sustainment Summit will be held at the University of Queensland Springfield Campus on Tuesday 20 November 2018. The one day Summit will be of national significance and focus on bringing all levels of government and industry to Ipswich in dialogue on Defence industry strategies, projects and opportunities. The Summit will feature keynote addresses, presentations and panel sessions from industry leaders and government. The agenda will also highlight supply chain and workforce opportunities providing Ipswich Defence stakeholders with unparalleled profiling and access to business development prospects. Confirmed speakers include Senator the Hon David Fawcett MP (Assistant Minister for Defence), the Hon David Johnston (Defence Export Advocate) and Dr Tod Mansell (Australian Department of Defence Chief Scientist).	In progress	City of Ipswich Defence Industry Advisory Committee meetings were held Monday 15 October 2019 and Monday 26 November 2019.  Ipswich Tourism Operators Network meeting was held October 26 November.  Ipswich Central Business Briefing was held Tuesday 27 November 2018.	In progress	City of Ipswich Defence Industry Advisory Committee meeting No 13 was held 21 February 2019.  Ipswich Central Business Briefing was held Tuesday 5 March 2019.	On Track
9		1.2 Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	Economic Development and Marketing	1.2.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.2.1.1 Deliver targeted interstate and international campaigns to attract new businesses to the city.	Paul Massingham	Following ongoing engagement on Ipswich priorities and opportunities, three TIQ Commissioners requested to visit Ipswich this year to understand more about areas of particular interest - Linda Apelt, Agent General for Queensland and Commissioner to UK and Europe, Patrick Hafenstein, Commissioner to Taiwan, Daniel Kim, Commissioner to Korea. Council's OED liaised with TIQ to facilitated the visits and provide briefings with relevant Council staff and industry stakeholders. The Ipswich Smart City Program was of particular interest to all of the visiting Commissioners and presentations on the overarching program and particular initiatives were provided. Agent General for Queensland and Commissioner to UK and Europe Linda Apelt visited Fire Station 101 and Springfield City Group. Commissioner to Korea Daniel Kim was provided with a briefing on Cooperative and Automated Vehicle Initiative by Council and Department of Transport and Main Roads staff. Commissioner to Taiwan Patrick Hafenstein received a briefing on the region's new approach to waste management and its leadership position in the state's Bio futures Roadmap.	In progress	The Defence Ipswich 2018 summit reached interstate and international markets through marketing, communication, media and stakeholder networks.	In progress	As a key deliverable for the Defence Ipswich Action Plan, OED led its largest ever defence delegation to Asia Pacific's largest aviation exposition - the Australian International Aerospace and Defence Exposition (Avalon) held February 25 2019. Participating businesses all confirmed that they had generated and progressed significant business leads as a direct result of connections made during the business mission.OED provided and industry briefing to the High Commissioner of New Zealand to Australia and the Consul on 3 April 2019.	On Track
10					1.2.1.2 Support key industry forums creating national awareness and engagement.	Paul Massingham	Following ongoing engagement on Ipswich priorities and opportunities, three TIQ Commissioners requested to visit Ipswich this year to understand more about areas of particular interest - Linda Apelt, Agent General for Queensland and Commissioner to UK and Europe, Patrick Hafenstein, Commissioner to Taiwan, Daniel Kim, Commissioner to Korea. Council's OED liaised with TIQ to facilitated the visits and provide briefings with relevant Council staff and industry stakeholders. The Ipswich Smart City Program was of particular interest to all of the visiting Commissioners and presentations on the overarching program and particular initiatives were provided. Agent General for Queensland and Commissioner to UK and Europe Linda Apelt visited Fire Station 101 and Springfield City Group. Commissioner to Korea Daniel Kim was provided with a briefing on Cooperative and Automated Vehicle Initiative by Council and Department of Transport and Main Roads staff. Commissioner to Taiwan Patrick Hafenstein received a briefing on the region's new approach to waste management and its leadership position in the state's Bio futures Roadmap.	In progress	Primary partner and contributor to the Future Waste Resources Convention held in Ipswich 11 to 13 October 2019.  Attended and represented Ipswich as a speaker at the Smart Cities Week in Sydney 29 to 31 October 2018.  Preparations to attend and represent Ipswich at the Australian International Aerospace and Defence Exposition 2019 in Avalon Victoria 26 February to 03 March 2019.	In progress	The Australian International Aerospace and Defence Exposition (Avalon) held February 25 2019 attracted 210,000 attendees, 698 exhibitors from 25 countries and 367 industry media.	On Track

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11					1.2.1.3 Deliver an audit of key industries and businesses aligned to current and potential export markets.	Tamanna Monem	Following ongoing engagement on Ipswich priorities and opportunities, three TIQ Commissioners requested to visit Ipswich this year to understand more about areas of particular interest - Linda Apelt, Agent General for Queensland and Commissioner to UK and Europe, Patrick Hafenstein, Commissioner to Taiwan, Daniel Kim, Commissioner to Korea. Council's OED liaised with TIQ to facilitated the visits and provide briefings with relevant Council staff and industry stakeholders. The Ipswich Smart City Program was of particular interest to all of the visiting Commissioners and presentations on the overarching program and particular initiatives were provided. Agent General for Queensland and Commissioner to UK and Europe Linda Apelt visited Fire Station 101 and Springfield City Group. Commissioner to Korea Daniel Kim was provided with a briefing on Cooperative and Automated Vehicle Initiative by Council and Department of Transport and Main Roads staff. Commissioner to Taiwan Patrick Hafenstein received a briefing on the region's new approach to waste management and its leadership position in the state's Bio futures Roadmap.	In progress	The Defence Ipswich Strategy and the Economic Contribution of Defence to the Ipswich Economy is the first set of industry audits.  The Economic and Workforce Development Plan identifies priority industries based on factors of current and potential employment, export and value added.	In progress	Preliminary work has been initiated on the development of an Ipswich Central master plan to identify long term economic growth opportunities. OED will progress this report and on going analysis over the next quarter. A draft Innovation Action plan is under development to provide strategic direction of the regions innovation and smart city agenda.	At Risk
12		1.3 Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3)	Economic Development and Marketing	1.3.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.3.1.1 Deliver compelling opportunities for cooperative and co funded activity.	Paul Massingham		Yet to commence	The Discover Ipswich Cooperative Marketing Program generated \$45,000 investment from 27 industry partners over the quarter.  The Defence Ipswich 2018 summit generated \$76,500 investment from 8 industry partners over the quarter.	In progress	There were no new co-funded events or initiatives in this quarter.	Scheduled
13					1.3.1.2 Provide leadership in the coordination of government, industry and community partners.	Tamanna Monem		Yet to commence	The Economic and Workforce Development Plan has been actively consulted with 26 government, industry and community partners.	In progress	The Office of Economic Development has actively consulted with over 30 stakeholder in the development of the draft Innovation Action Plan.	On Track
14					1.3.1.3 Provide strong representation of key industries to government trade and investment agencies	Tamanna Monem		Yet to commence	Represented Ipswich at the SEQ Council of Mayors Economic Development Working Group Friday 19 October.	In progress	Represented Ipswich at the SEQ Council of Mayors Economic Development Working Group Friday 15 March.	On Track
15					1.3.1.4 Deliver key industry committees providing leadership, collaboration and coordination of effort	Paul Massingham		Yet to commence	City of Ipswich Defence Industry Advisory Committee and Ipswich Tourism Operators Network are established and operating.	In progress	City of Ipswich Defence Industry Advisory Committee and Ipswich Tourism Operators Network are established and operating.	On Track
16		1.4 Utilise the city's increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. (9.2/1.4)	Economic Development and Marketing	1.4.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export	1.4.1.1 Support community groups or companies progressing innovation initiatives in the city.	Paul Massingham		Yet to commence	There are currently 15 active members advancing their innovation ideas at Fire Station 101 with 3 new members joining in the quarter.	On track	There are currently 19 active members advancing their innovation ideas at Fire Station 101 with 4 new members joining in the quarter.	On Track
17					1.4.1.2 Deliver an annual jobs forum to promote employment opportunities and discuss local issues	Paul Massingham		Yet to commence		Yet to commence		At Risk
18		Strategy 2: Provide a full spectrum of life-long learning opportunities, from early learning through schooling to vocational training and tertiary education that aligns skills and education with emerging employment opportunities										
19		1.6 Implement the skilling Ipswich Program which covers community skilling, industry sector skills strategies and Indigenous employment and expands the education and training sector in the city. (9.2/2.2)	Economic Development and Marketing	1.6.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.6.1.1 Deliver an innovation program to increase digital technology and skills capability.	Paul Massingham	The Regional Skills Investment Strategy is an investment of \$9 million over four years that will support the Department of Employment, Small Business and Training to partner with selected regional communities to identify current and emerging jobs and ensure a supply of skilled local people to meet this demand. This past quarter Council was successful in its application for \$350,000 funding over two years to enable the region to identify skills gaps and way forward to equip the workforce with priority in the industries of Defence, Advanced Manufacturing and Food Processing. OED is currently recruiting for this role and it is expected that this position will be filled in October.	In progress	Appointment of the RSIS Project Coordinator in partnership with the Department of Employment, Small Business and Training to identify current and future skills gaps for key Ipswich industries and coordinate relevant training and career pathway outcomes.	In progress	Over the past quarter council has continued to engage with local businesses and regional stakeholders to support the delivery of the objectives of the RSIS program, specifically investigating the impact of new business growth in the region on the existing workforce.	On Track
20		1.7 Ensure state, private and tertiary education facilities match population growth and provide adequate skills and knowledge to support local economy and assist people to have rewarding careers. (9.2/2.3)	Economic Development and Marketing	1.7.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.7.1.1 Provide a strong representation of the smart city program to government and private sector	Paul Massingham	The Regional Skills Investment Strategy is an investment of \$9 million over four years that will support the Department of Employment, Small Business and Training to partner with selected regional communities to identify current and emerging jobs and ensure a supply of skilled local people to meet this demand. This past quarter Council was successful in its application for \$350,000 funding over two years to enable the region to identify skills gaps and way forward to equip the workforce with priority in the industries of Defence, Advanced Manufacturing and Food Processing. OED is currently recruiting for this role and it is expected that this position will be filled in October.	In progress	Represented Ipswich as a speaker at the Smart Cities Week in Sydney 29 to 31 October 2018 where Ipswich was awarded a highly commended in the Leadership City Award category.  Represented Ipswich at the SEQ City Deal Governance and Leadership Program Group Tuesday 06 November and the SEQ City Deal Jobs and Skills Program Group Thursday 08 November.	In progress	Represented Ipswich at the Invested in Defence - Parliamentary reception held at Parliament House and SEQ City Deal Governance and Leadership program group.	On Track
21					1.7.1.2 Deliver an expanded program of innovation, entrepreneurship, start-up and scale-up services.	Paul Massingham	The Regional Skills Investment Strategy is an investment of \$9 million over four years that will support the Department of Employment, Small Business and Training to partner with selected regional communities to identify current and emerging jobs and ensure a supply of skilled local people to meet this demand. This past quarter Council was successful in its application for \$350,000 funding over two years to enable the region to identify skills gaps and way forward to equip the workforce with priority in the industries of Defence, Advanced Manufacturing and Food Processing. OED is currently recruiting for this role and it is expected that this position will be filled in October.	In progress	Preparation of the Fire Station 101 Innovation Hub Services Request for Proposal tender which will be in market February 2019 seeking market led proposals for partners to increase the social and economic impact of Fire Station 101.	In progress	4 services/programs totalling 23 participants were held at FS101. Programs included - Creating the Right Culture Workshop - Mentoring Session - Start-Up Accounting Workshop. ARIP supported programs held were - Future Anything Program - Start Your Own Business Workshop - WIRE program - STEM Punks.	On Track
22		Strategy 4: Strengthen the local digital economy										
23		1.11 Review critical success factors and develop a plan, including a digital infrastructure plan, to support the development of a vibrant local digital economy. (9.2/4.1)	Economic Development and Marketing	1.11.1 Prioritisation and broad integration of the Ipswich Smart City Program.	1.11.1.1 Deliver a large scale high capacity sensor network to facilitate IoT testing and deployment.	Paul Massingham	The July to September quarter has seen a significant evolution for the Office of Economic Development (OED). It has seen the consolidation of parallel economic development activity such as the Smart City Program, Advancing Regional Innovation Program (ARIP) and Fire Station 101 (FS101) formally come within the management and delivery of OED to streamline service delivery and provide greater utilisation of resources.	On track	Ipswich is the first Council in Queensland to implement Sigfox and LoraWAN sensor networks as part of the Smart City Program and to support Internet of Things applications and testing.	In progress	The Ipswich Innovation Action plan is being drafted to provide strategic direction to the next phase of key regional innovation investments. Future opportunities of the Ipswich censor network and Smart City blueprint are key actions of the plan.	At Risk

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24					1.11.1.2 Deliver targeted interstate and international campaigns to attract IoT testing and development.	Paul Massingham	The July to September quarter has seen a significant evolution for the Office of Economic Development (OED). It has seen the consolidation of parallel economic development activity such as the Smart City Program, Advancing Regional Innovation Program (ARIP) and Fire Station 101 (FS101) formally come within the management and delivery of OED to streamline service delivery and provide greater utilisation of resources.	On track		Yet to commence		Scheduled
25					1.11.1.3 Deliver easy access to large scale high quality open city data to enable smart solutions.	Paul Massingham	The July to September quarter has seen a significant evolution for the Office of Economic Development (OED). It has seen the consolidation of parallel economic development activity such as the Smart City Program, Advancing Regional Innovation Program (ARIP) and Fire Station 101 (FS101) formally come within the management and delivery of OED to streamline service delivery and provide greater utilisation of resources.	On track	Council currently has 72 open data sets available on data.gov.au.  The Open Data Policy is due for review in June 2019.	In progress	OED is currently investigating the opportunity to provide 3d mapping of investment opportunities across Ipswich. Council currently has 72 open data sets available on data.gov.au.  The Open Data Policy is due for review in June 2019.	Scheduled
26					1.11.1.4 Deliver high performing digital assets which drive awareness, engagement and conversion	Paul Massingham	The July to September quarter has seen a significant evolution for the Office of Economic Development (OED). It has seen the consolidation of parallel economic development activity such as the Smart City Program, Advancing Regional Innovation Program (ARIP) and Fire Station 101 (FS101) formally come within the management and delivery of OED to streamline service delivery and provide greater utilisation of resources.	On track	Content and user experience upgrades made to both ipswich.qld.gov.au and Discoveripswich.qld.gov.au in the quarter.	In progress	Updated content and new user experience upgrades are being developed to support a contemporary business digital platform.	Scheduled
29		Strategy 6: Diversify the local economy										
30		1.13 Support the development of education and research facilities and technology and knowledge-based industries. (9.2/6.1)	Economic Development and Marketing	1.13.1 Prioritisation and broad integration of the Ipswich Smart City Program.	1.13.1.1 Support increased STEM skills programs and pathways in all Ipswich schools.	Paul Massingham		In progress		Yet to commence	Future Anything Program catered for 5 schools with 125 students and 10 teachers	At Risk
31					1.13.1.2 Deliver an innovation program to increase digital technology and skills capability	Paul Massingham		In progress		Yet to commence		Delayed Schedule
32		1.14 Support economic activity based on retail and hospitality in the existing and proposed centres. (9.2/6.3)	Economic Development and Marketing	1.14.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.14.1.1 Deliver a clear and consistent destination marketing plan to increase visitation.	Carly Gregory	The July to September quarter saw the continuation of the Discover Ipswich campaign. The Discover Ipswich campaign targets day-trippers and short break visitation from Brisbane and south east Queensland catchment with print, television and digital advertising along with partnerships and publicity via media, key influencers and bloggers. Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worth note is domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017. A leading indicator for the success of the campaign is measurable consumer engagement across the Discover Ipswich platforms. For example, the Discoveripswich.com.au website has generated a record 134,500 unique visitors and social media channels have generated 127,989 consumer engagements to date.	On track	The Destination Management Plan is the overarching framework for Council's destination marketing to increase visitation.  The Discover Ipswich South East Queensland marketing campaign continued over the quarter.	In progress	The Discover Ipswich South East Queensland campaign continued over the quarter. 1 - Total Unique Visitors is up +36% YoY to 893,387 users YTD, 2 - Leads to businesses is up +4.4% YoY or 54,252leads YTD  The draft Destination Management Plan 2019-2023 was tabled at ITON on Mar 27th, 2019.  The latest TRA statistics on Ipswich visitation numbers was not available for reporting.	On Track
33		1.15 Support tourism opportunities based on heritage assets, events, motor and adventure sports, eco-tourism and nature-based recreation, rural areas and farm-based tourism. (9.2/6.4)	Economic Development and Marketing	1.15.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.15.1.1 Deliver a targeted publicity plan promoting key products and experiences.	Alistair Tavares	The July to September quarter saw the continuation of the Discover Ipswich campaign. The Discover Ipswich campaign targets day-trippers and short break visitation from Brisbane and south east Queensland catchment with print, television and digital advertising along with partnerships and publicity via media, key influencers and bloggers. Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worth note is domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017. A leading indicator for the success of the campaign is measurable consumer engagement across the Discover Ipswich platforms. For example, the Discoveripswich.com.au website has generated a record 134,500 unique visitors and social media channels have generated 127,989 consumer engagements to date.	On track	As part of the Discover Ipswich South East Queensland marketing campaign, 38 destination articles were produced and distributed over the quarter.	In progress	The Discover Ipswich Magazine is in development to be distributed in April 2019. A new Publicity Officer was hired at the end of March 2019. The previous Publicity Officer left mid-January.	On Track
34					1.15.1.2 Deliver a tourism infrastructure investment opportunities plan.	Alistair Tavares	The July to September quarter saw the continuation of the Discover Ipswich campaign. The Discover Ipswich campaign targets day-trippers and short break visitation from Brisbane and south east Queensland catchment with print, television and digital advertising along with partnerships and publicity via media, key influencers and bloggers. Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worth note is domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017. A leading indicator for the success of the campaign is measurable consumer engagement across the Discover Ipswich platforms. For example, the Discoveripswich.com.au website has generated a record 134,500 unique visitors and social media channels have generated 127,989 consumer engagements to date.	On track	The Tourism Infrastructure Investment Opportunities Plan has been completed and planning has commenced with the Office of Economic Development regarding its market engagement.	In progress	An economic impact report is being developed for the Ipswich Nature Centre and parcels of land designated for the Eco Investment Prospectus is being tested against the planning scheme by WPR.	On Track

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35					1.15.1.3 Provide an enhanced visitor experience through services, information and facilities.	Alistair Tavares	The July to September quarter saw the continuation of the Discover Ipswich campaign. The Discover Ipswich campaign targets day-trippers and short break visitation from Brisbane and south east Queensland catchment with print, television and digital advertising along with partnerships and publicity via media, key influencers and bloggers. Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worth note is domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017. A leading indicator for the success of the campaign is measurable consumer engagement across the Discover Ipswich platforms. For example, the DiscoverIpswich.com.au website has generated a record 134,500 unique visitors and social media channels have generated 127,989 consumer	On track	Over the quarter the Visitor Information Centre handled 4,371 customer enquiries and managed five bus groups catering for 300 people.	In progress	Over the quarter the Visitor Information Centre handled 3,905 customer enquiries and managed one bus groups catering for 50 people.  The VIC staff participated as field customer support at CMC Rocks and the new employees Defence Day.	On Track
36					1.15.1.4 Support the attraction and maximisation of a portfolio of major events across the city.	Alistair Tavares	The July to September quarter saw the continuation of the Discover Ipswich campaign. The Discover Ipswich campaign targets day-trippers and short break visitation from Brisbane and south east Queensland catchment with print, television and digital advertising along with partnerships and publicity via media, key influencers and bloggers. Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worth note is domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017. A leading indicator for the success of the campaign is measurable consumer engagement across the Discover Ipswich platforms. For example, the DiscoverIpswich.com.au website has generated a record 134,500 unique visitors and social media channels have generated 127,989 consumer engagements to date.	On track	Over the quarter the focus has been on negotiations with CMC Rocks regarding camp ground leasing and negotiations with Supercars regarding the 2019 and 2020 contract.	In progress	Over the quarter the focus has been on negotiations with CMC Rocks regarding camp ground leasing and negotiations with Supercars regarding the 2019 and 2020 contract.	On Track
37					1.15.1.5 Support tourism operators providing leadership, collaboration and coordination of effort.	Ben Pole	The July to September quarter saw the continuation of the Discover Ipswich campaign. The Discover Ipswich campaign targets day-trippers and short break visitation from Brisbane and south east Queensland catchment with print, television and digital advertising along with partnerships and publicity via media, key influencers and bloggers. Latest data from Tourism Research Australia indicates total visitor arrivals to Ipswich increased 17% or 214,768 visitors to a total 1,450,000 visitors in the 12 months ending December 2017. A worth note is domestic day trips have increased 26% or 234,000 visitors to a total 1,100,000 in the 12 months ending December 2017. A leading indicator for the success of the campaign is measurable consumer engagement across the Discover Ipswich platforms. For example, the DiscoverIpswich.com.au website has generated a record 134,500 unique visitors and social media channels have generated 127,989 consumer engagements to date.	On track	Ipswich Tourism Operators Network meeting was held October 26 November.  The Discover Ipswich Cooperative Marketing Program generated \$45,000 investment from 27 industry partners over the quarter.	In progress	Ipswich Tourism Operators Network meeting was held March 27 and the draft City Destination Management Plan was reviewed.  The Discover Ipswich Cooperative Marketing Program generated \$8,050 investment from 4 industry partners over the quarter.  4 new members have joined ITON in the past quarter.	On Track
38		1.16 Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and agriculture are used. (9.2/6.5)	Economic Development and Marketing	1.16.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.16.1.1 Support businesses who are actively exporting or representing the city in target markets	Paul Massingham	Each quarter OED engages with a diverse network of government, industry groups and private sector stakeholders. The purpose of these connections is to provide relevant services, represent the interests of the city and facilitate opportunities which advance the priorities and objectives of the region. Over the July to September quarter some of those engagements were Jennifer Howard MP, Jo-Ann Miller MP, Shayne Neumann MP, Ipswich Chamber of Commerce, Springfield Chamber of Commerce, Bremer Chamber of Commerce, Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Education, Training and Employment, Office of the Minister for Innovation and Tourism Industry Development, Office of the Assistant Minister for Trade, Tourism and Investment, Trade and Investment Queensland, Austrade, Bio futures Queensland, Jobs Queensland, Motor Trades Association of Queensland, Queensland Urban Utilities, South East Queensland Council of Mayors, RAAF Base Amberley, Sumitomo Group Companies, Springfield City Group, Sekisui House, Sunny Queen Farms, Telstra, Australian Land Forces 2018 Conference, International Education and Training Summit 2018, CEDA State of the State Address, Queensland State Budget Address	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track
39					1.16.1.2 Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use	Paul Massingham	Each quarter OED engages with a diverse network of government, industry groups and private sector stakeholders. The purpose of these connections is to provide relevant services, represent the interests of the city and facilitate opportunities which advance the priorities and objectives of the region. Over the July to September quarter some of those engagements were Jennifer Howard MP, Jo-Ann Miller MP, Shayne Neumann MP, Ipswich Chamber of Commerce, Springfield Chamber of Commerce, Bremer Chamber of Commerce, Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Education, Training and Employment, Office of the Minister for Innovation and Tourism Industry Development, Office of the Assistant Minister for Trade, Tourism and Investment, Trade and Investment Queensland, Austrade, Bio futures Queensland, Jobs Queensland, Motor Trades Association of Queensland, Queensland Urban Utilities, South East Queensland Council of Mayors, RAAF Base Amberley, Sumitomo Group Companies, Springfield City Group, Sekisui House, Sunny Queen Farms, Telstra, Australian Land Forces 2018 Conference, International Education and Training Summit 2018, CEDA State of the State Address, Queensland State Budget Address	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track

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40	1.17 Support traditional agricultural production and rural activities. (9.2/6.6)	Economic Development and Marketing	1.17.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export	1.17.1.1 Support businesses who are actively exporting or representing the city in target markets	Paul Massingham	Each quarter OED engages with a diverse network of government, industry groups and private sector stakeholders. The purpose of these connections is to provide relevant services, represent the interests of the city and facilitate opportunities which advance the priorities and objectives of the region. Over the July to September quarter some of those engagements were Jennifer Howard MP, Jo-Ann Miller MP, Shayne Neumann MP, Ipswich Chamber of Commerce, Springfield Chamber of Commerce, Bremer Chamber of Commerce, Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Education, Training and Employment, Office of the Minister for Innovation and Tourism Industry Development, Office of the Assistant Minister for Trade, Tourism and Investment, Trade and Investment Queensland, Austrade, Bio futures Queensland, Jobs Queensland, Motor Trades Association of Queensland, Queensland Urban Utilities, South East Queensland Council of Mayors, RAAF Base Amberley, Sumitomo Group Companies, Springfield City Group, Sekisui House, Sunny Queen Farms, Telstra, Australian Land Forces 2018 Conference, International Education and Training Summit 2018, CEDA State of the State Address,	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track
41				1.17.1.2 Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use	Paul Massingham	Each quarter OED engages with a diverse network of government, industry groups and private sector stakeholders. The purpose of these connections is to provide relevant services, represent the interests of the city and facilitate opportunities which advance the priorities and objectives of the region. Over the July to September quarter some of those engagements were Jennifer Howard MP, Jo-Ann Miller MP, Shayne Neumann MP, Ipswich Chamber of Commerce, Springfield Chamber of Commerce, Bremer Chamber of Commerce, Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Education, Training and Employment, Office of the Minister for Innovation and Tourism Industry Development, Office of the Assistant Minister for Trade, Tourism and Investment, Trade and Investment Queensland, Austrade, Bio futures Queensland, Jobs Queensland, Motor Trades Association of Queensland, Queensland Urban Utilities, South East Queensland Council of Mayors, RAAF Base Amberley, Sumitomo Group Companies, Springfield City Group, Sekisui House, Sunny Queen Farms, Telstra, Australian Land Forces 2018 Conference, International Education and Training Summit 2018, CEDA State of the State Address, Queensland State Budget Address	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Launch to market of the CIDIAC endorsed Defence Ipswich Action Plan.	On Track
42	1.18 Support emerging and niche agricultural enterprises in rural areas. (9.2/6.7)	Economic Development and Marketing	1.18.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	1.18.1.1 Support businesses who are actively exporting or representing the city in target markets	Paul Massingham	Each quarter OED engages with a diverse network of government, industry groups and private sector stakeholders. The purpose of these connections is to provide relevant services, represent the interests of the city and facilitate opportunities which advance the priorities and objectives of the region. Over the July to September quarter some of those engagements were Jennifer Howard MP, Jo-Ann Miller MP, Shayne Neumann MP, Ipswich Chamber of Commerce, Springfield Chamber of Commerce, Bremer Chamber of Commerce, Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Education, Training and Employment, Office of the Minister for Innovation and Tourism Industry Development, Office of the Assistant Minister for Trade, Tourism and Investment, Trade and Investment Queensland, Austrade, Bio futures Queensland, Jobs Queensland, Motor Trades Association of Queensland, Queensland Urban Utilities, South East Queensland Council of Mayors, RAAF Base Amberley, Sumitomo Group Companies, Springfield City Group, Sekisui House, Sunny Queen Farms, Telstra, Australian Land Forces 2018 Conference, International Education and Training Summit 2018, CEDA State of the State Address, Queensland State Budget Address	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track
43				1.18.1.2 Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use	Paul Massingham	Each quarter OED engages with a diverse network of government, industry groups and private sector stakeholders. The purpose of these connections is to provide relevant services, represent the interests of the city and facilitate opportunities which advance the priorities and objectives of the region. Over the July to September quarter some of those engagements were Jennifer Howard MP, Jo-Ann Miller MP, Shayne Neumann MP, Ipswich Chamber of Commerce, Springfield Chamber of Commerce, Bremer Chamber of Commerce, Department of State Development, Manufacturing, Infrastructure and Planning, Department of Innovation and Tourism Industry Development, Department of Education, Training and Employment, Office of the Minister for Innovation and Tourism Industry Development, Office of the Assistant Minister for Trade, Tourism and Investment, Trade and Investment Queensland, Austrade, Bio futures Queensland, Jobs Queensland, Motor Trades Association of Queensland, Queensland Urban Utilities, South East Queensland Council of Mayors, RAAF Base Amberley, Sumitomo Group Companies, Springfield City Group, Sekisui House, Sunny Queen Farms, Telstra, Australian Land Forces 2018 Conference, International Education and Training Summit 2018, CEDA State of the State Address, Queensland State Budget Address	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track

	A	B	C	D	E	F	G	H	I	J	K	L
44		1.19 Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	Economic Development and Marketing	1.19.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export	1.19.1.1 Deliver an advocacy and engagement plan focused on economic and workforce priorities.	Paul Massingham	The Economic and Workforce Development Plan sets a clear platform of data and evidence aligned with the State Government's South East Queensland Regional Plan. It prioritises the resources of Council towards the industries and activities which have the greatest potential to generate increased employment, export or value added economic impact. This quarter the Economic and Workforce Development Plan was circulated to 26 stakeholder groups for consultation, feedback has been received and the document updated. The Office of Economic Development Economic and Workforce Development Plan has been recognised by Economic Development Australia and are a finalist in the award for Economic Strategic Thinking at the National Economic Development Australia conference being held in Rockhampton in October.	On track	Over the quarter there has been an increased level of discussion and activity regarding city priorities and advocacy between Council officers, the Interim Administrator and the Interim Management Committee. This work is now primarily being facilitated through Transformational Project 18 - Establishing a framework to prioritise major projects.	In progress	Over the quarter there has been ongoing discussion between Council officers, the Interim Administrator and the Interim Management Committee in the development of the Prioritisation and Advocacy framework for regionally significant projects - Transformational Project 18.	On Track
45					1.19.1.2 Support the establishment of key industry centres of excellence	Paul Massingham	The Economic and Workforce Development Plan sets a clear platform of data and evidence aligned with the State Government's South East Queensland Regional Plan. It prioritises the resources of Council towards the industries and activities which have the greatest potential to generate increased employment, export or value added economic impact. This quarter the Economic and Workforce Development Plan was circulated to 26 stakeholder groups for consultation, feedback has been received and the document updated. The Office of Economic Development Economic and Workforce Development Plan has been recognised by Economic Development Australia and are a finalist in the award for Economic Strategic Thinking at the National Economic Development Australia conference being held in Rockhampton in October.	On track	Provided a submission to State Development regarding the Queensland Defence Supply Chain Hub in Ipswich.  Commenced discussions with industry based partners regarding a National Mobility Centre of Excellence leveraging the DTMR CAVI program based out of FS101.	On track	Ongoing collaboration with the State Development regarding the Queensland Defence Supply Chain Hub in Ipswich.  Continued discussions with industry based partners regarding a National Mobility Centre of Excellence leveraging the DTMR CAVI program based out of FS101.	On Track
46					1.19.1.3 Deliver a suite of industry capability reports auditing the industry eco-system to identify size, scale, capabilities and priorities	Paul Massingham	The Economic and Workforce Development Plan sets a clear platform of data and evidence aligned with the State Government's South East Queensland Regional Plan. It prioritises the resources of Council towards the industries and activities which have the greatest potential to generate increased employment, export or value added economic impact. This quarter the Economic and Workforce Development Plan was circulated to 26 stakeholder groups for consultation, feedback has been received and the document updated. The Office of Economic Development Economic and Workforce Development Plan has been recognised by Economic Development Australia and are a finalist in the award for Economic Strategic Thinking at the National Economic Development Australia conference being held in Rockhampton in October.	On track	as part of the Discover Ipswich South East Queensland marketing campaign, 38 destination articles were produced and distributed over the quarter.	In progress	The Office of Economic Development has conducted significant industry research in the development of a draft Innovation Action plan. This plan articulates Councils proposed strategic direction and identifies key actions to be progressed. The draft Action plan will be consulted on with key stakeholders over the next quarter.	At Risk
47	MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE											
48	Goal 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.											
49	Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development											
50	2.5 Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5)	Economic Development and Marketing	2.5.1 Ensure an effective framework of priorities, opportunities and alignment is maintained and championed with a measurable focus on factors of employment, investment, development and export.	2.5.1.1 Provide strong representation of key industries to government, trade and investment agencies, bilateral chambers and industry allies	Alan W. Brown			In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track
51				2.5.1.2 Provide strong representation of the city in relevant government, community and industry forums	Paul Massingham			In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track
52	CARING FOR OUR COMMUNITY											
53	Goal 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.											
54	Strategy 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity											
55	3.1 Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Economic Development and Marketing	3.1.1 Active citizen and stakeholder engagement informing strategic marketing and communications.	3.1.1.1 Support a citywide business awards program which recognises local business success.	Alan W. Brown		Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	On track	Discussions with the three Chamber of Commerce continue regarding their individual business awards and the potential for a whole-of-city program.	In progress	Discussions with the three Chamber of Commerce continue regarding their individual business awards and the potential for a whole-of-city program.	At Risk
56				3.1.1.2 Deliver a contemporary, clear and consistent positioning and narrative representing the city.	Alan W. Brown		Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	On track	Over the quarter the Marketing Services Branch has been updating the Council Style Guide. Some recommendations will be presented to Council for consideration in February / March.	In progress	Following feedback on style guide recommendations presented to council in February, the Marketing Services Branch is completing a final version of options for presentation in Q4.	On Track
57				3.1.1.3 Support groups, businesses and partners who are actively and positively representing the city	Alan W. Brown		Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	On track	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	In progress	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track

	A	B	C	D	E	F	G	H	I	J	K	L
58		3.2 Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	Economic Development and Marketing	3.2.1 Active citizen and stakeholder engagement informing strategic marketing and communications.	3.2.1.1 Deliver the city's most recognised local business news update, research and analysis.	Alan W. Brown	Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	On track	The Business Ipswich electronic direct mail is sent fortnightly to 550 subscribed business contacts.	In progress	The Business Ipswich electronic direct mail is sent fortnightly to 550 subscribed business contacts.	On Track
59					3.2.1.2 Provide all businesses with free access to high quality Ipswich video, image and copy assets.	Alan W. Brown	Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	On track	A variety of material has been provided on request over the quarter.	In progress	A variety of material has been provided on request over the quarter.	On Track
60					3.2.1.3 Deliver targeted interstate and international campaigns to represent the city.	Tamanna Monem	Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	On track	The Defence Ipswich 2018 summit reached interstate and international markets through marketing, communication, media and stakeholder networks.	In progress	The Australian International Aerospace and Defence Exposition (Avalon) held February 25 2019 attracted 210,000 attendees, 698 exhibitors from 25 countries and 367 industry media.	On Track
61	LISTENING, LEADING AND FINANCIAL MANAGEMENT											
62	Goal 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.											
63	Strategy 1: The Mayor and Councillors represent the Ipswich Community and provide strong and visionary leadership											
64		5.1 The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/1.1)	Economic Development and Marketing	5.1.1 Maintain the accessibility of mayor and elected members in public and media platforms.	5.1.1.1 Deliver a contemporary, clear and consistent positioning and narrative representing the city.	Simon Holt	Marketing Services engaged Symplicit, a customer-led innovation consultancy to undertake staff workshops and resident and SME interviews to develop a series of resident 'personas'. The personas can be used to better understand the behaviours and motivations of groups of residents to inform the channel and content most effective for the relevant audience. Creating content and campaigns that resonate aims to improve the experience and engagement with the organisation and deliver stronger results for council programs.	In progress	Over the quarter Ipswich First generated over 130,000 page views and achieved an 84% increase in reach 2018 compared to 2017.	In progress	Over the quarter Ipswich First generated more than 250,000 page views and achieved 76% increase in reach 2019 compared to 2018	On Track