

STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)			
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.			
Strategy 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
1.1 Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1)	Community, Cultural and Economic Development	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.	Deliver a relevant program of regular business development events.
	Infrastructure and Environment		Implement a prioritisation & advocacy framework for regionally significant projects.
	Community, Cultural and Economic Development		10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan
			Provide proactive and reactive contact to local businesses for general enquiries.
			Provide leadership in the coordination of valued industry and government partners.
1.2 Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	Community, Cultural and Economic Development	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.	Deliver targeted interstate and international campaigns to attract new businesses to the city.
			Support key industry forums creating national awareness and engagement.
			Deliver an audit of key industries and businesses aligned to current and potential export markets.
1.3 Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3)	Community, Cultural and Economic Development	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.	Deliver compelling opportunities for cooperative and co-funded activity.
			Provide leadership in the coordination of government, industry and community partners.
			Provide strong representation of key industries to government trade and investment agencies
			Deliver key industry committees providing leadership, collaboration and coordination of effort
1.4 Utilise the city’s increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. (9.2/1.4)	Community, Cultural and Economic Development	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	Support community groups or companies progressing innovation initiatives in the city.
			Support the delivery of an annual jobs forum to promote employment opportunities and discuss local issues
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			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
1.5 Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)	Community, Cultural and Economic Development	1.5.1 Increased participation in learning opportunities across targeted community groups.	Develop and promote a range of initiatives to facilitate whole of life learning for targeted communities.
			Provide experiential learning opportunities and engagement.
			Provide self-paced learning opportunities through online tutorials.
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) Implement a skills development program which covers community skilling, industry sector skills strategies and Indigenous employment and expands the education and training sector in the city	Community, Cultural and Economic Development	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.	Deliver an innovation program to increase digital technology and skills capability.
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) Advocate for state, private and tertiary	Community, Cultural and Economic Development	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.	Provide a strong representation of the smart city program to government and private sector Deliver an expanded program of innovation, entrepreneurship, start-up and scale-up services.

<i>Strategy 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of DEQ and as an important regional employment centre</i>			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area	Coordination and Performance	Planned relocation of complete Administrative Services and Hub Library to new development in Ipswich CBD by 2018/19	Work on the Ipswich City Council Administration building commenced and the development of Nicolas Street near completion.
1.8 Facilitate the development of Ipswich City Centre with a vibrant mix of land uses including government offices and services, commercial premises, retail, key community facilities, food and	Planning and Regulatory Services	1.8.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through Development Assessment Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
1.9 Ensure the Ipswich City Centre is well served with appropriate infrastructure, including digital infrastructure, transport, parklands and public spaces. (9.2/3.6)	Planning and Regulatory Services	1.9.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
<i>Strategy 4: Strengthen the local digital economy</i>			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
1.10 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)	Community, Cultural and Economic Development	1.10.1 Prioritisation and broad integration of the Ipswich Smart City Program.	Deliver a large scale high capacity sensor network to facilitate IoT testing and deployment Deliver targeted interstate and international campaigns to attract IoT testing and development. Deliver a Smart City Action Plan to strengthen the delivery of investment opportunities under an aligned innovation agenda. Deliver high performing digital assets which drive awareness, engagement and conversion
4.2 Develop a digital incubator hub within the Ipswich CBD.	Community, Cultural and Economic Development	4.2.1 Prioritisation and broad integration of the Ipswich Smart City Program.	Deliver an expanded program of innovation, entrepreneurship, start-up and scale-up services. Support community groups or companies progressing innovation initiatives in the city.
<i>Strategy 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries</i>			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
1.12 Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)	Planning and Regulatory Services	1.12.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
<i>Strategy 6: Diversify the local economy</i>			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
1.13 Support the development of education and research facilities and technology and knowledge-based industries. (9.2/6.1)	Community, Cultural and Economic Development	1.13.1 Prioritisation and broad integration of the Ipswich Smart City Program.	Support the attraction of key industry research capabilities and Centres of Excellence. Deliver an innovation program to increase digital technology and skills capability
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)	Community, Cultural and Economic Development	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.	Deliver a targeted publicity plan promoting key products and experiences. Deliver a clear and consistent destination marketing plan to increase visitation. Update the planning scheme to take into account proactive tourism scheme updates enabling reinvestment in existing and new tourism products. Develop the visitor economy by working with the Ipswich Tourism Operators Network (ITON). Enhance the tourism partner program to support increased operator marketing activity, increased customer service levels and support employment in the city. Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners. Support industry in the development of packages targeted at domestic and international trade distribution. Develop the industry state of play barometer annual survey to measure the health of the tourism industry in Ipswich. Grow sporting carnivals and events positioning Ipswich as a regional capital attracting participatory, niche and major events.

			<p>Maintain a network of best-practice owned digital assets which increase awareness, engagement, or conversation for target consumers and the Ipswich tourism industry.</p> <p>Implement a proactive destination publicity plan to increase awareness of destination Ipswich and its hero experiences amongst the identified target audiences.</p> <p>Continue to enhance the quality of the city's destination magazine and increase distribution to target markets.</p> <p>Enhance existing signage using a place making ethos and plan for improvements.</p> <p>Continue to develop the Discover Ipswich Ambassador program to enhance and support visitor servicing.</p>
1.16 Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and agriculture are used. (9.2/6.5)	Community, Cultural and Economic Development	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.	<p>Support businesses who are actively exporting or representing the city in target markets</p> <p>Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use</p>
1.19 Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	Community, Cultural and Economic Development	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	<p>Deliver an advocacy and engagement plan focused on economic and workforce priorities.</p> <p>Support the establishment of key industry centres of excellence</p> <p>Deliver a suite of industry capability reports auditing the industry eco-system to identify size, scale, capabilities and priorities</p>
1.20 Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9)	Planning and Regulatory Services	1.20.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	<p>Deliver through Development Assessment.</p> <p>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</p>
MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE			
Goal 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.			
<i>Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development</i>			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
2.1 Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes (9.3/1.1)	Planning and Regulatory Services	2.1.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	<p>Deliver through Development Assessment.</p> <p>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</p>
2.2 Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Planning and Regulatory Services	2.2.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	<p>Deliver through Development Assessment.</p> <p>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</p>
	Community, Cultural and Economic Development	2.2.2 Social housing strategy that aligns to projected community needs.	Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the city provides.
2.3 Encourage higher density development around major centres and transport nodes and corridors including sensitive infill development that conserves and responds appropriately to places of heritage character significance. (9.3/1.3)	Planning and Regulatory Services	2.3.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	<p>Deliver through Development Assessment.</p> <p>Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.</p>

2.4 Develop a strong network of centres to support community connectedness and identity and accessibility to services and facilities that contribute to both social and economic outcomes. (9.3/1.4)	Community, Cultural and Economic Development	2.4.1 Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.	Ensure optimal community access to relevant Council infrastructure. Develop strategy to facilitate increased community access to non-Council owned infrastructure.
			Develop and oversee EOI process for the lease of the Augustine Heights community Facility.
			Develop a Community Infrastructure Strategy (including investment prioritisation framework).
			Design and deliver a new library service at Rosewood.
			Design and deliver a collection of library pods at strategic locations throughout the city.
			Develop community infrastructure strategy to feed into updating Social infrastructure plan.
			Relocate Ipswich Central Library to CBD with renewed service offering.
			Research and Develop Community facilities/social infrastructure policy and strategy to input into updating social infrastructure Plan. Effectively manage Council-owned Community Centres.
2.5 Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5)	Community, Cultural and Economic Development	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.	• Deliver a contemporary, clear and consistent positioning & narrative representing the city.
			Provide strong representation of the city in relevant government, community and industry forums
2.6 Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7)	Planning and Regulatory Services	2.6.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Review and update the Cat Management Strategy for the City of Ipswich
			Evaluate the BarkUp! Process for managing barking dog complaints; and develop and implement a proactive communication campaign to promote BarkUp!
			Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure & Environment Department.
Strategy 2: Provide adequate land and infrastructure to support development and economic activity			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
2.7 Planning scheme provisions to provide an adequate supply of serviced land to accommodate demand for business and employment growth and to meet community housing needs. (9.3/2.1)	Planning and Regulatory Services	2.7.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through Development Assessment.
			Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
2.8 Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. (9.3/2.2)	Infrastructure and Environment	2.8.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	IS officers to continue assisting P&D with the review of the Ipswich Planning Scheme and the Local Government Infrastructure Plan. IS officers to continue to provide Traffic and Transport technical advice into major development applications.
	Planning and Regulatory Services		Deliver through Development Assessment.
			Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
Strategy 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
2.9 Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport,	Infrastructure and Environment	2.9.1 Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.	IS is working towards a 3-4 year plan, design, procurement and construct to reduce the carryover and avoid any delays in construction due to services authorities and land acquisition matters.
			Commencement of the Detailed Business Case for the Norman Street Bridge Project.
			iGO Road Safety Action Plan
			iGO Freight Action Plan
			iGO Performance and Data Strategy

walking and cycling more viable. (9.3/3.1)

- Albion Street Corridor Plan
- 2019 Strategic Traffic Count Program
- 2019 Strategic Intersection Count Program
- 2019 Strategic Pedestrian & Cycle Count Program
- Completion of the Inner CBD Cycle Network Corridor Plan

Strategy 4: The city's heritage is conserved			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
2.10 Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1)	Planning and Regulatory Services	2.10.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes	Deliver through Development Assessment.
			Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
	Community, Cultural and Economic Development	2.10.2 Preservation and accessibility of digital heritage resources.	Curate and promote heritage resources through Ipswich Libraries and the Ipswich Art Gallery.
			Cultivate internal and external networks to gain access to private heritage collections for preservation purposes.
			Preserve and exhibit significant items of cultural heritage relating to Ipswich.
2.11 Council continues to provide a heritage awareness, education and promotions program, including a free heritage adviser service for owners of listed historic properties. (9.3/4.2)	Planning and Regulatory Services	2.11.1 These initiatives continue to be delivered through the Ipswich Heritage Program.	Continue to provide free Heritage Advisor Service.
Strategy 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
2.12 Provide access to major waterways through waterside parks and linear open space. (9.3/5.2)	Infrastructure and Environment	2.12.1 Ongoing planning and delivery of shared pedestrian / cycle pathways through Ipswich’s vast linear open space corridors.	Deliver the open space network in accordance with the Open Space and Recreation Strategy.
		2.12.2 Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.	Undertake asset inspections in accordance with the appropriate standards and schedule.
			Ensure maintenance of Council's roads, footpath and drainage network is delivered as per schedule.
CARING FOR OUR COMMUNITY			
Goal 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.			
Strategy 1: Inform, educate and celebrate with the community those elements of our history that have shaped our identity			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.1 Develop a clear understanding of what unites us and forms the city's identify. (9.4/1.1)	Community, Cultural and Economic Development	3.1.1 Active citizen and stakeholder engagement informing strategic marketing and communications.	Support regional business awards programs which recognises local business success.
			Deliver a contemporary, clear and consistent positioning and narrative representing the city.
	Community, Cultural and Economic Development	3.1.2 Celebration of the contribution of diverse communities.	Develop and implement a Public Art Governance Framework.
			Deliver and support a program of initiatives or events that celebrate the artistic skills and expertise within the community,
			Deliver and support a program of initiatives or events to increase the exposure of Ipswich's youth to arts and culture.
			Develop, implement and support programs which highlight and celebrate diversity within the Ipswich community.
3.2 Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	Community, Cultural and Economic Development	3.2.1 Active citizen and stakeholder engagement informing strategic marketing and communications.	Deliver the city’s most recognised local business news update, research and analysis.
			Provide all businesses with free access to high quality Ipswich video, image and copy assets.
			Deliver targeted interstate and international campaigns to represent the city
3.3 Implement a regular program of community opinion surveys to track changes in the values that impact Council's policy development and service delivery. (9.4/1.4)	Community, Cultural and Economic Development	3.3.1 Decision making informed by community needs.	Develop and implement a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting.
			Develop and deliver a community sentiment survey to measure trust and confidence.
			Develop social policy strategy identifying areas for social policy development across council.
			Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education.
			Develop strategies and networks to advocate for improved and timely delivery of essential services like education.
			Conduct review and analysis of the existing Social Policy framework and commence implentation of forward program of work.

Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.4 Develop greater understanding of community needs through community engagement, research and analysis to inform program, service and facility planning and delivery. (9.4/2.1)	Community, Cultural and Economic Development	3.4.1 Greater connectedness between data/information and decision making.	Conduct an annual library customer satisfaction survey.
	Infrastructure and Environment		This is an ongoing activity for IS to support the delivery of the annual capital portfolio of works.
	Community, Cultural and Economic Development		Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to State governments for delivery of new schools.
			Analyse data relating to barriers to employment in the Ipswich region and develop an evidence-based program response.
			Partner with Aboriginal and Torres Strait Islander organisations to develop programs and events that addresses areas of need and creation of opportunities.
			Collate and analyse data in response to requests from stakeholders across Council. Key projects in here include updating of divisional data sets and responses to data package requests from intra and inter departmental requests.
3.5 Develop a comprehensive set of indicators to inform the community on the direction of socioeconomic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	Community, Cultural and Economic Development	3.5.1 Community informed and engaged through planned communication.	Develop a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting.
			Define and develop a set of benchmark LGA's
			Develop and implement a digital community engagement platform.
3.6 Establish collaborative agreements for the co-operative development and sharing of socioeconomic data across the region. (9.4/2.4)	Community, Cultural and Economic Development	3.6.1 Ability to benchmark performance across a range of metrics.	Develop data sharing protocols to inform formal agreements on how shared data can be used.
3.7 Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)	Corporate Services	3.7.1 Prioritisation and broad integration of the Ipswich Smart City Program.	Develop and implement an enhanced digital platform to enable stronger engagement, communication, and information sharing and research capabilities
	Community, Cultural and Economic Development	3.7.2 Increased digital engagement of communities.	Strategically utilise library systems and digital marketing channel to promote engagement and use of resources, events and programs.
			Develop and implement a digital community engagement platform.
Strategy 3: Adopt and deliver an explicit Community Development framework tailored to the needs of the varied communities			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.9 Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Community, Cultural and Economic Development	3.9.1 Increased resilience through strength of community leadership.	Develop and implement a program of learning and development for community groups and organisations.
			Develop a community funding frameowrk for the arts and cultural sector.
Enhance the capacity of the city's community facilities to link community needs with appropriate services	Infrastructure and Environment	Planning and design of three (3) new community facilites being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library	
3.10 Ensure the needs of the city's growing child and youth population are incorporated through the adoption of a child and youth friendly community policy. (9.4/3.4)	Community, Cultural and Economic Development	3.10.1 Closer alignment to child friendly city principles.	Implement and Ipswich Youth Advisory Council (IYAC) and IYAC Ambassador Program.
			Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city.
Strategy 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.11 Facilitate service planning and delivery arrangements with government and non-government agencies utilising Council's evidence base to ensure services are delivered in an equitable, timely and efficient manner to meet community needs. (9.4/4.1)	Community, Cultural and Economic Development	3.11.1 Coordinated social service delivery informed by social data.	Deliver the Home Assist Program to support elderly people and people living with a disability to maintain independence in the home of their choice.

Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.12 Implement a Community Events program across the city that includes community and family activities. (9.4/5.1)	Community, Cultural and Economic Development	3.12.1 Greater family participation in public programs.	Provide support for the delivery of programs and events for carers, those living with a disability and those at risk of social isolation. Develop and implement a platform to promote school holiday activities across the City.
3.13 Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	Community, Cultural and Economic Development	3.13.1 Increased engagement of community members in their own health outcomes.	Implement and maintain the 'Words for Wellness' initiative and resources. Engage with local community health providers and community to better understand barriers to community health outcomes. Research community health outcomes to determine priority focus areas. Partner with health organisations to facilitate the outreach delivery of targeted health services in the community. Analyse data relating to mental health and wellbeing in the Ipswich region and develop an evidence-based program model.
3.14 Utilise Planning Scheme provisions to encourage active recreation, the use of active transport and the development of walkable, mixed use neighbourhoods. (9.4/5.3)	Planning and Regulatory Services	3.14.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	Deliver through Development Assessment. Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.
3.15 Acknowledge, promote and support the success and participation of Ipswich residents and teams in local, regional, national and international sporting events. (9.4/5.4)	Infrastructure and Environment	3.15.1 Continue to support and provide Council's sporting Event Sponsorship Program.	Deliver and support Council's sport and recreation funding program. Deliver active and outdoor recreation participation programs.
3.16 Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate Ipswich's cultural heritage and foster cultural development. (9.4/*)	Community, Cultural and Economic Development	3.16.1 Increased cultural tourism.	Deliver a broad range of literary programs and events that facilitate community participation in the arts. Develop and deliver a diverse range of high quality exhibitions and activities at the Ipswich Art Gallery that build on the cultural capital of the city. Develop programs and events that build the capacity and capability of local artists/ performers. Develop a public performance framework to activate public events and spaces. Manage and develop arts venues and assets. Develop the concept for an Indigenous Cultural Centre that promotes local art, culture and customs. Identify an advocacy pathway.
Strategy 6: Build on the success of Council's community safety programs to address new and emerging issues			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.17 Delivery of the Safe City program aligned to crime prevention and community safety plans. (9.4/6.4)	Planning and Regulatory Services	3.17.1 The Safe City network and program is incorporated in projects and plans to realise a reduction in crime in public places and an increased sense of community safety.	Deliver actions from the Safe City capital and operational program for 2019-2020
3.18 Facilitate programs, education and awareness on reducing public health risks in the community. (9.4/6.6)	Planning and Regulatory Services	3.18.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Develop effective food safety communication materials to support diverse language groups

Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.19 Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.1)	Community, Cultural and Economic Development	3.19.1 Obtain ‘in-principle’ State and Federal Government support.	Develop and implement a program of work to deliver Council's Arts and Cultural Strategy.
			Develop an Advocacy Strategy for the Ipswich Performance Arts Complex.
			Deliver output aligned to the Public Art Master Plan for the CBD
			Deliver 'place-making' public art in line with community aspirations.
3.20 Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)	Community, Cultural and Economic Development	3.20.1 That the Library’s digital strategy aligns to community expectation and Council’s digital aspiration.	Develop and implement the Library Strategy 2018-2022.
			Deliver high performing eResource collections
			Provide digital literacy programming across all age ranges
Strategy 8: Develop greater community resilience and readiness			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
3.21 Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1)	Infrastructure and Environment	3.21.1 An approved and endorsed Local Disaster Management Plan is in place with an annaul review process	Deliver the annual review of the LDMP
3.22 Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)	Infrastructure and Environment	3.22.1 Emergency Management Strategy to be developed to provide a framework for public information.	Deliver the annual review of the EM Strategy as part of the required LDMP yearly review.
Facilitate capacity building and leadership to enhance emergency management resilience in the community	Infrastructure and Environment	Development of a Communication strategy as part of the overall Management Strategy	Deliver the annual review of the EM Strategy as part of the required LDMP yearly review.
3.23 Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)	Planning and Regulatory Services	3.23.1 Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through Development Assessment.
			Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary
CARING FOR OUR ENVIRONMENT			
Goal 4: Important areas of native habitat are conserved, the city’s important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.			
Strategy 1: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
4.1 Review the Conservation Partnerships Program and implement changes. (9.5/2.1)	Infrastructure and Environment	4.1.1 Highly effective partnership program with financial and technical incentives to support conservation and waterway health improvement on private land.	Implement and manage the natural environment in accordance with Nature Conservation Strategy.
			Deliver the Voluntary Conservation Partnership Programs.
4.2 Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	Infrastructure and Environment	4.2.1 Work in partnership with offset brokers / organisations in the strategic delivery of environmental offsets in alignment with the Nature Conservation Strategy and Koala Habitat Management Plan.	Deliver the Environment & Sustainability Grants Program.
		Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive)	Implementation of the Koala, Brush tailed rock wallaby and platypus recovery plans in accordance with the 19/20 actions.
Strategy 2: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
4.3 Work in partnership with property owners, community groups and government agencies to protect and better manage important waterways, wetlands and groundwater resources. (9.5/3.1)	Infrastructure and Environment	4.3.1 Improved waterway and wetland health.	Deliver improved waterway, wetland health and diversity in accordance with the Waterway Health Strategy
4.4 Implement appropriate pollutant control mechanisms, particularly for sediment and erosion during the construction phase of development. (9.5/3.2)	Planning and Regulatory Services	4.4.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Deliver proactive inspections at key seasonal times of the year in relation to high risk sites
			Deliver formal and informal communications to construction companies and builders on key sediment and erosion matters.
4.5 Ensure effective catchment and floodplain management. (9.5/3.4)	Infrastructure and Environment	4.5.1 Develop and implement the Floodplain Management Strategy.	Develop Ipswich Rivers Strategic Floodplain Management Plan.
		4.5.2 Maintain up-to-date flood studies	Review catchment and flood study reports
		4.5.3 Delivery of the Habitat Connections Program.	Undertake new catchment and flood study reports.
		Delivery of catchment corridor plans	Undertake three habitat connection program plantings at Bundamba Creek, Oppossum Creek and Bremer River
			Implementation of the Ironpot Creek catchment corridor plan

Strategy 3: Enhance urban greening			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
4.6 Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Infrastructure and Environment	4.6.1 Planning, design and implementation of stage 1 “My Suburb, My City” Beautification program for Collingwood Park and Riverview.	Deliver the 9 weekly program for street tree planting requests. KPI for each quarter: report on how many street tree requests planted during quarter.
		4.6.2 Complete footpath garden Asset capture and mapping.	Deliver identified projects as part of the Beautiful Ipswich Program.
		complete condition assessment of existing gardens to identify a possible refurbishment program	Delivery of a completed condition assessment on all existing gardens within the City
		Strategic plan identifying possible street tree planting opportunities (where are there gaps) and develop a Street tree Planting Program	Deliver an Urban Greening Strategy
		Strategic Plan identifying possible footpath garden capital opportunities (New) and develop a Footpath garden Capital Program	Deliver an Urban Greening Strategy
		Review current maintenance program, including street trees and footpath gardens	Review of maintenance program is completed prior to 20/21 budget build
			2.12.1.3 Prepare contracts for Departmental programs.
			2.12.2.2 Ensure maintenance of Council's conservation estates as per schedule.
			2.12.2.3 Ensure maintenance of Council's streetscape areas as per schedule.
			2.12.2.4 Ensure maintenance of Council's urban forest estate as per schedule.
	2.12.2.5 Provide 100,000 plants/year through the annual free plant program.		
	2.12.2.6 Develop open space capital program for Council's consideration.		
	2.12.2.7 Ensure maintenance of Council's open space network is delivered as per schedule.		
Strategy 4: Use resources efficiently and sustainably			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
4.7 Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.5/5.1)	Infrastructure and Environment	4.7.1 Maximise diversion of waste from landfilling through the kerbside recycling & green waste services and public transfer stations.	Increase waste diverted from landfilling at the Recycling and Refuse Centres.
			Increase recycling diverted from domestic collection & disposal services.
			Increase domestic green waste diverted from domestic refuse service.
4.8 Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Infrastructure and Environment	4.8.1 Review and implement the Integrated Water Strategy.	Review & report on water efficiency measures for Council. Report for consideration by 31 December.
		Identify and deliver water saving projects, including the use of technology for minimising water use in Council facilities and sports fields	Review & report on water efficiency measures for Council. Report for consideration by 31 December.
		Finalise and implement the Corporate Environmental Sustainability Plan	Identify and implement Energy Efficiency Project
		Delivery of Stormwater improvement projects, including stormwater harvesting, stormwater offsets and rain gardens	Delivery of the stormwater improvement project as identified in the 19/20 capital and operational budgets.
Strategy 5: Improve environmental awareness, education and compliance			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
4.9 Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)	Planning and Regulatory Services	4.9.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Service requests are managed within approved service level agreements.

LISTENING, LEADING AND FINANCIAL MANAGEMENT			
Goal 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes			
Strategy 1: The Mayor and Councillors represent the Ipswich community and provide strong visionary leadership			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
5.1 The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/1.1)	Community, Cultural and Economic Development	5.1.1 Maintain the accessibility of mayor and elected members in public and media platforms.	Deliver a contemporary, clear and consistent positioning and narrative representing the city.
	Corporate Services	5.1.2 Mayor’s office and electorate offices have capacity, resources and visibility within the community.	Provide support, resources, training and up to date information about Council activities and initiatives to electorate offices in order to maintain high standards of service delivery.
5.2 The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)	Corporate Services	5.2.1 Elected members undertake roles and responsibilities to a high standard.	Support and provide guidance for elected members in accordance with the Act and Code of Conduct
			Respond effectively to issues impacting on the City and community.
		5.2.2 Monitor and review Council’s performance, strategic and operational reporting.	Ensure effective, timely and responsible policy and decision making.
			Implement and operationalise a fit for purpose ICT contract management framework to ensure that Council's ICT spend is compliant and monitored to deliver value and outcomes
Monitor and review Council's performance, strategic and operational reporting to ensure alignment to strategic and operational activities in accordance with the Act.			
Strategy 2: Provide comprehensive and meaningful community engagement to inform Council decision making			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
5.3 Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)	Corporate Services	5.3.1 Meet or exceed corporate targets for customer service standards.	Achieve first-point-of- contact resolution when answering customer enquiries - target 80%
			Answer incoming customer calls within 20 seconds - target 85%
			Complete customer service requests to the corporate standard - target 95%
			Register and task all types of incoming Council mail within the first business day of receipt - target 98%
			Register and task all types of incoming Council emails within the first business day of receipt - target 98%
Council decisions are better informed through meaningful engagement with the community	Community, Cultural and Economic Development	Data and information provided to Council reflects community needs	Strategic oversight of Council's Community Reference Groups.
Strategy 3: Implement initiatives that strengthen governance skills and knowledge.			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
5.4 Councillors and staff are provided with the necessary skills, training and resources to make informed, effective, efficient, impartial and timely decisions. (9.6/3.1)	Corporate Services	5.4.1 Council continues to provide training, development and resources to Councillors and staff to enable and support, effective, informed, timely and impartial decision making.	Deliver training, development and resources to Councillors and staff to enable and support effective, information, timely and impartial decision making.
			Develop and implement an effective development program for Council leaders to improve alignment with Line of Sight principles and improve support in embracing cultural changes.
			Develop an HR Strategy and business plan that aligns with organisational strategies and goals
			Develop effective performance measures that ensure HR services meet business stakeholder needs.
			Implement employee awareness sessions through the Line of Sight program to improve customer focus and employee behaviours.
5.5 Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)	Corporate Services	5.5.1 Maintain an open and transparent approach to information.	Ensure Corporate policies and procedures are current.
			RTI and Privacy applications are received and processed within applicable timeframes.
			Administrative Action Complaints, Privacy and Publication Scheme Complaints and external agency reviews are processed within legislative timeframes.
			Provide greater ease of use and functionality of external interfaces to provide greater transparency to constituents.

		5.5.2 Review and maintain Council's enterprise risk management framework	Implement and embed an Enterprise Risk Management Program. Implement regular monitoring and reporting of strategic and operational risks.
Strategy 4: Maintain a financially sustainable and resilient approach to budgeting			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
5.6 Aim to operate Council's finances with a modest surplus. (9.6/4.1)	Corporate Services	5.6.1 Ensure sound budgeting principles consistent with long- term financial targets.	Ensure the contract management framework improves productivity and performance of ICT contracts and assets 5.6.1.2 Regularly update and review Council's long term financial plan (LTFP) 5.6.1.3 Review input assumptions and financial sustainability targets as part of the LTFP's preparation. 5.6.1.4 Prepare Council's annual budget in line with LTFP's financial targets. 5.6.1.5 Monitor and report Council's performance compared to budget.
5.7 Manage and reduce the city's debt on the basis of 'don't spend more than you earn, and borrow for assets only'. (9.6/4.2)	Corporate Services	5.7.1 Effectively manage revenue sources relative to debt and service levels.	5.7.1.1 Manage Council's debt in accordance with Council's debt policy. 5.7.1.2 Forecast Council's debt position as part of Council's long term financial planning and budget process. 5.7.1.3 Monitor and review Council's financial performance ratios and targets.
Strategy 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
5.8 The community is provided with information, education and tools to minimise and, if necessary, resolve neighbourhood disputes and to be aware of their obligations under laws and regulations. (9.6/5.1)	Planning and Regulatory Services	5.8.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Council's website and scripting in continually reviewed and updated to provide clear advice and information on obligations for compliance under State Legislation and Local Laws. Communications to the community on compliance matters are customer focussed/centric.
5.9 Council undertakes inspections and appropriate compliance action in respect to nuisance activities. (9.6/5.2)	Planning and Regulatory Services	5.9.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Service requests are managed within approved service level agreements. Inspections are conducted as per licensing and permitting requirements
Strategy 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.			
Key Actions	Responsibility	Outcomes	Deliverables 2019-2020
5.10 The community is provided with information and access on how to apply for and comply with licences and permit conditions, and obligations under local laws and legislation. (9.6/6.1)	Planning and Regulatory Services	5.10.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Council's website and scripting in continually reviewed and updated to provide clear advice and information on how to apply and comply with licences and permits issued by Council. Communications to the community on licensing and permitting are customer focussed/centric.
5.11 Council will undertake programmed inspections and patrols and will respond to requests made by the community to ensure quality of life is being maintained across the city. (9.6/6.2)	Planning and Regulatory Services	5.11.1 Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Service requests are managed within approved service level agreements. Inspections are conducted as per licensing and permitting requirements. Patrols are undertaken as per approved service level agreements.
5.12 Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3)	Planning and Regulatory Services	5.12.1 The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.	Council is undertaking a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019.