

ASDCE Operational Plan					
Key Actions	Responsibility	Key Outcome	Deliverables	4th Qtr Progress Comments 1 Apr 2019 - 30 Jun 2019	4th Qtr Progress Achieved
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 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					
1.5 Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)	Arts, Social Development and Community Engagement	1.5.1 Increased participation in learning opportunities across targeted community groups.	1.5.1.1 Develop and promote a range of initiatives to facilitate whole of life learning for targeted communities.	1353 Public Programs delivered for the year which exceeds the target of 1064 by 27% due to increased levels of programming required to support high participation rates at Springfield.	Complete
			1.5.1.2 Provide experiential learning opportunities and engagement.	Uptake of the experiential learning opportunities at the Makerspaces continues to grow with over 20,000 visits to the Springfield site alone in the 4th quarter.	Complete
			1.5.1.3 Provide self-paced learning opportunities through online tutorials.	The new Virtual Branch offers an enhanced experience and levels of engagement with online tutorials and other support resources.	Complete
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.					
Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development					
2.2 Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Arts, Social Development and Community Engagement	2.2.2 Social housing strategy that aligns to projected community needs.	2.2.2.1 Develop research partnerships with Government and other stakeholders to investigate experiences and aspirations of Ipswich residents who rent their homes.	On hold	Delayed Schedule
			2.2.2.2 Engage Government and other stakeholders to prioritise and facilitate the delivery of affordable living outcomes.	Policy development is scheduled for the 2019/20 year.	On Track
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)	Arts, Social Development and Community Engagement	2.4.1 Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.	2.4.1.1 Ensure optimal community access to relevant Council infrastructure.	This forms a component of Deliverable 2.4.1.2 Develop a Community Infrastructure Strategy.	On Track

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)	Arts, Social Development and Community Engagement	2.4.1 Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.	2.4.1.2 Develop a Community Infrastructure Strategy (including investment prioritisation framework).	Draft 10 year capital works completed. Stakeholders being engaged to confirm new structure impact upon exiting strategies and underlying principles used. Finalisation Q1 19/20	On Track
			2.4.1.3 Develop strategy to facilitate increased community access to non-Council owned infrastructure.	This strategy work is focussed on community facilities planning and in line with the capital plan. DRAFT on track for completion in Q1 19/20.	On Track
			2.4.1.4 Design and deliver a new library service at Springfield Central.	Springfield Central Library Opened in August 2018.	Complete
			2.4.1.5 Design and deliver a new library service at Rosewood.	Construction Contract has been awarded with the sod turning occurring in May and constuction underway. The likely opening date will be sometime between Apr-Jun 2020. Design of the service will align to delivery of the facility.	Scheduled
			2.4.1.6 Design and deliver a collection of library pods at strategic locations throughout the city.	The construction contract has been awarded and the Pod is scheduled for completion in August 2019.	Scheduled
Strategy 4: The city's heritage is conserved					
2.10 Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1)	Arts, Social Development and Community Engagement	2.10.2 Preservation and accessibility of digital heritage resources.	2.10.2.1 Curate and promote heritage resources through Ipswich Libraries and the Ipswich Art Gallery.	The Gallery continues to research, collect, preserve and exhibit items of cultural heritage significance.	On Track
			2.10.2.2 Cultivate internal and external networks to gain access to private heritage collections for preservation purposes.	The Gallery continues to work with the community and the arts and heritage network to identify and preserve items of cultural heritage.	On Track
			2.10.2.3 Preserve and exhibit significant items of cultural heritage relating to Ipswich.	The Gallery continues to acquire, research and exhibit items of cultural heritage significance to the city and the region.	On Track

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					
3.1 Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Arts, Social Development and Community Engagement	3.1.2 Celebration of the contribution of diverse communities.	3.1.2.1 Develop and implement a Public Art Governance Framework.	This Deliverable will not be achieved in 18/19 due to competing priorities, unplanned work being scheduled and resource availability. This deliverable is linked to action items in the Arts and Cultural Strategy. Further, budget reductions in the 19/20 financial year have seen the new role of Arts and Cultural Coordinator no longer budgeted for and so recruitment is not scheduled. Additionally, the budget associated with the delivery of the Arts and Cultural Strategy has also been removed from the 19/20 budget. As part of the organisational restructure discussions, the appropriate functional alignment of the Arts and Cultural Strategy is being considered. Subject to these conversations occurring within the coming months, a plan for the implementation of the Arts and Cultural Strategy will likely be developed for consideration by Council. In any event, a Request for Quote is being drafted for an external consultant to develop a Public Art Strategy. The Public Art Strategy will form a key component of the Ipswich Arts and Culture Strategy, and will inform the draft Public Art Governance Framework.	At Risk
			3.1.2.2 Deliver and support a program of initiatives or events that celebrate the artistic skills and expertise within the community,	This Deliverable will not be achieved in 18/19 due to competing priorities and unplanned work being scheduled. This deliverable is linked to action items in the Arts and Cultural Strategy. The progression of this deliverable is further delayed due to budget reductions in the 19/20 financial year. That is, the new role, Arts and Cultural Coordinator, is no longer budgeted for and so recruitment is not scheduled. Additionally, the budget associated with the delivery of the Arts and Cultural Strategy has also been removed from the 19/20 budget. As part of the organisational restructure discussions, the appropriate functional alignment of the Arts and Cultural Strategy is being considered. Subject to these conversations occurring within the coming months, a plan for the implementation of the Arts and Cultural Strategy will likely be developed for consideration by Council.	Delayed Schedule

			3.1.2.3 Increase the exposure of Ipswich's youth to arts and cultural initiatives and events.	IYAC continues to be on track to deliver their own conceptual arts and cultural programs later in 2019. IYAC made a significant community cultural impact to the Ipswich Festival in the creation of the IYAC Arena - an arts, cultural and social space for children and young people. This section of the festival was one of the most well attended sections of the festival and had the most community foot-traffic and community participation. Feedback from community members and families from this initiative were overwhelmingly positive.	Complete
			3.1.2.4 Develop, implement and support programs which highlight and celebrate diversity within the Ipswich community.	The Community Kitchen Program continued throughout this quarter, promoting multiculturalism and diversity through food and stories.	On Track
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)	Arts, Social Development and Community Engagement	3.3.1 Decision making informed by community needs.	3.3.1.1 Implement knowledge management methodologies to facilitate sharing of research outcomes across Council.	This Deliverable will not be achieved in 18/19 due to competing priorities and unplanned work being scheduled. Further, the intent, purpose and necessity of this deliverable requires reevaluation.	At Risk
			3.3.1.2 Conduct review and analysis of the existing Social Policy framework and commence implementation of forward program of work.	Draft social policy framework developed. Finalisation of draft to be considered inline with restructure and finalised in Q1 19/20	On Track

Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource					
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)	Arts, Social Development and Community Engagement	3.4.1 Greater connectedness between data/information and decision making.	3.4.1.1 Conduct an annual library customer satisfaction survey.	Completed in Qtr 2	Complete
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)	Arts, Social Development and Community Engagement	3.4.1 Greater connectedness between data/information and decision making.	3.4.1.2 Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to State governments for delivery of new schools.	Data from this process has been fed into planning scheme review and also future advocacy and policy development work planned in these areas.	Complete
			3.4.1.3 Analyse data relating to unemployment in the Ipswich region.	Completed in Qtr 2.	Complete
			3.4.1.4 Engage with the local community and employment providers to better understand barriers to employment in Ipswich.	This Deliverable will not be achieved in 18/19 due to competing priorities and unplanned work being scheduled. Further, the intent and purpose of this deliverable requires reevaluation.	Delayed Schedule
			3.4.1.5 Analyse data relating to Ipswich's Aboriginal and Torres Strait Islander community to better understand areas of need	Indigenous profile developed using interactive tool, shared with whole organisation via Wire and copy put into Objective for use. Supporting issues brief available to inform future work across council.	Complete
			3.4.1.6 Partner with Aboriginal and Torres Strait Islander organisations to develop a program of work that addresses areas of need and creation of opportunities.	In Q4 project Indigenous Business Capacity Building Project has been rebranded as "Indigenous Business Collective" and now represents a series of interconnected and holistic approaches targetting different domains of competitiveness in different kinds of Indigenous businesses at different levels of maturity. In Q4 Community Development partnered with State Govt Dept of Economic Development to deliver a series of workshops on business plan writing. These workshops have been very well received by the community.	On Track
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)	Arts, Social Development and Community Engagement	3.5.1 Community informed and engaged through planned communication.	3.5.1.1 Develop a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting.	Development of Community Engagement Framework is progressing as a key transformational project. An across-Council Community Engagement Working Group/Project Team has been established and includes representation from all Departments across Council. The Public Participation and Engagement Strategy was adopted by Council in December 2018. The contract has been executed with the selected vendor for the Online Community Engagement Platform is scheduled for a 'go live' date of 1 October 2019. This quarter, five new strategic community reference groups were designed and a public Expression of Interest process completed to establish membership. The first meeting for each of these reference groups is scheduled to occurred on 25 June 2019. The Community Engagement Working Group/Project Team has been working closely with a consultant to develop and deliver a Community Engagement Operating Model, Manual and Training Menu - these are scheduled for delivery in August 2019.	On Track

3.7 Establish collaborative agreements for the co-operative development and sharing of socioeconomic data across the region. (9.4/2.4)	Arts, Social Development and Community Engagement	3.7.1 Ability to benchmark performance across a range of metrics.	3.7.1.1 Develop data sharing protocols to inform formal agreements on how shared data can be used.	Ongoing protocol and data sharing opportunities being progress with range of stakeholders and interagencies. Future of this work will be an ongoing process.	On Track
3.8 Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)	Arts, Social Development and Community Engagement	3.8.2 Increased digital engagement of communities.	3.8.2.1 Develop a methodology for online promotion of Council led community programs and initiatives.	This Deliverable will not be achieved in 18/19 due to competing priorities and unplanned work being scheduled. Further, the intent, purpose and necessity of this deliverable requires reevaluation.	At Risk
Strategy 3: Adopt and deliver an explicit Community Development framework tailored to the needs of the varied communities					
3.9 Develop a community development plan for our communities of place and interest. (9.4/3.1)	Arts, Social Development and Community Engagement	3.9.1 Increased capability of, and participation by, communities.	3.9.1.1 Develop and implement community planning and development assessment framework for Priority Development Areas.	Completed in Qtr 2.	Complete
3.10 Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Arts, Social Development and Community Engagement	3.10.1 Increased resilience through strength of community leadership.	3.10.1.1 Deliver professional development opportunities for the local arts and cultural community through targeted programming and funding.	Protege 2018/19 concluded in June with the final workshop and Unearthed performance Series. A total of 15 participants attended the 4 educationals. One participant has been identified for the Bursary (Big Sound 2019) plus an additional student selected to attend AMPLIFY Song Writing Camp. Review of the Protégé Masterclass is underway for 2019/20, with intent to open up age categories and leverage touring shows with workshop opportunities	Complete
			3.10.1.2 Develop and implement a program of learning and development for community groups and organisations.	Grant writing workshops occurred in June 2019.	Complete
			3.10.1.3 Develop a community funding framework that support the arts/ creative sector.	Community Funding Framework for Arts/Creative Sector is in development and scheduled for implementation in 2019/2020	Delayed Schedule
3.12 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)	Arts, Social Development and Community Engagement	3.12.1 Closer alignment to child friendly city principles.	3.12.1.1 Implement the Ipswich Youth Advisory Council (IYAC) and IYAC Ambassador Program.	IYAC resolved the creation of sub-committees and working groups to enhance their productivity. IYAC continues to perform an important consultative function and has been accessed by other parts of council including Infrastructure and Environment and Corporate Planning. Additionally, expected attrition has dropped IYAC numbers below the re-recruitment threshold and a top up was organised and advertised. Top up will occur in Q1 2019/2020. Expressions of interest publicised in Q4, however, no responses were received. The intent, purpose and requirement for the IYAC Ambassador Program requires reevaluation and further consideration. This will occur in Q1 2019/2020.	On Track
			3.12.1.2 Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city.	All documents developed ready for project to start in 2019/20 as per project plan.	On Track

Strategy 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities					
3.14 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)	Arts, Social Development and Community Engagement	3.14.1 Coordinated social service delivery informed by social data.	3.14.1.1 Deliver Home Assist services to support members of the community to live independently in the home of their choice, and continue to access and engage with their community.	Demand for Home Assist services remained steady throughout the quarter with 2,317 services being delivered during this period, including 170 new client registrations. The Queensland Community Care program ceased on 30 June 2019. 59 QCC clients will transfer to the new Queensland Community Support Scheme from 1 July 2019.	Complete
Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being					
3.16 Implement a Community Events program across the city that includes community and family activities. (9.4/5.1)	Arts, Social Development and Community Engagement	3.16.1 Greater family participation in public programs.	3.16.1.1 Provide support for the delivery of programs and events for the elderly and those living with disabilities.	Community Development rolled out the first phase of program co-design and community engagement for 'The Weavers Program' in the launch of a first World Café. This event was very successful with 48 attendees (over the estimated) and 100% of attendees having past or current lived experience of caring. This workshop provided critical information and data as to what will be needed in the roll out of The Weavers Program in Ipswich. A cohort of emergent "Weavers" (experienced carers) was identified at this meeting and Community Development Officers have been scheduling informal coffee catch ups to maintain momentum and interest. A second World Cafe is scheduled for Q1 2019/2020.	Complete
3.17 Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	Arts, Social Development and Community Engagement	3.17.1 Increased engagement of community members in their own health outcomes.	3.17.1.1 Implement and maintain the 'Words for Wellness' initiative and resources.	Completed in Qtr 1	Complete
			3.17.1.2 Engage with local community health providers and community to better understand barriers to community health outcomes.	The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service.	Complete
			3.17.1.3 Research community health outcomes to determine priority focus areas.	Policy work in this area flagged for future work in social policy framework. The Community Research Team has completed an internal research report concerning Mental Health and Wellbeing in Ipswich. This report was developed in consultation with the Darling Downs and West Moreton Primary Health Network and also the West Moreton Hospital and Health Service.	On Track
			3.17.1.4 Partner with health organisations to facilitate the outreach delivery of targeted health services in the community.	Community Development rolled out the first Phase and iteration of a trauma informed community capacity building and wellness project - Capacity to Care. This project is a unique and innovative grassroots and holistic approach to ensuring, protecting, encouraging and shoring up protective factors against emotional distress, trauma and unwellness by holistically enhancing and encouraging the capability of local and grassroots community members and groups to care for themselves and others and provide them with enhanced understanding and an enhanced skill set around mental and emotional health and wellbeing and having conversations that matter around mental health. Anecdotal and surveyed participant feedback from the first phase of this program have been significant and overwhelmingly positive. Partnership opportunities have been explored and initial conversations have been positive with Queensland Council of Social Services, Blueknot Foundation and QLD Mental Health Commissioner to enhance and scale up the Capacity to Care Project.	Complete

			3.17.1.5 Develop and implement a program of work to address barriers to community health and facilitate improved health outcomes.	Community Development rolled out the first Phase and iteration of a trauma informed community capacity building and wellness project - Capacity to Care. This project is a unique and innovative grassroots and holistic approach to ensuring, protecting, encouraging and shoring up protective factors against emotional distress, trauma and unwellness by holistically enhancing and encouraging the capability of local and grassroots community members and groups to care for themselves and others and provide them with enhanced understanding and an enhanced skill set around mental and emotional health and wellbeing and having conversations that matter around mental health. Anecdotal and surveyed participant feedback from the first phase of this program have been significant and overwhelmingly positive.	Complete
3.20 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/*)	Arts, Social Development and Community Engagement	3.20.2 Increased cultural tourism.	3.20.2.1 Deliver a broad range of literary programs and events that facilitate community participation in the arts.	Library Services deliver a diverse range of targeted programs to meet this goal each quarter. The planned schedule of programs was achieved by 30 June.	Complete
			3.20.2.2 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	The Art Gallery develops and delivers a range of exhibitions that develop the cultural capital of the city.	On Track
			3.20.2.3 Develop programs and events that build the capacity and capability of local artists/performers.	The Art Gallery developed and delivered exhibits of local artists work including 'Copper Cohesion: New work by Kate Roberts' and several community gallery projects and development of forthcoming exhibitions.	On Track
3.20 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/*)	Arts, Social Development and Community Engagement	3.20.2 Increased cultural tourism.	3.20.2.4 Develop a public performance framework to activate public events and spaces.	Civic Centre re-structure of personnel has placed this deliverable on hold for past quarter.	Delayed Schedule
			3.20.2.5 Manage and develop arts venues and assets.	Refit work continues on the Gallery's collection storage facility.	On Track
			3.20.2.6 Develop the concept for an Indigenous Cultural Centre that promotes local art, culture and customs. Identify an advocacy pathway.	On hold, pending progression of native title claims.	Delayed Schedule

Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes					
3.27 Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.1)	Arts, Social Development and Community Engagement	3.27.1 Obtain 'in-principle' State and Federal Government support.	3.27.1.1 Develop and implement a program of work to deliver Council's Arts and Cultural Strategy.	This Deliverable will not be achieved in 18/19 due to competing priorities, unplanned work being scheduled and resource availability. Further, implementation continues to be delayed due to budget reductions in the 19/20 financial year. That is, the new role, Arts and Cultural Coordinator, is no longer budgeted for and so recruitment is not scheduled. Additionally, the budget associated with the delivery of the Arts and Cultural Strategy has also been removed from the 19/20 budget. As part of the organisational restructure discussions, the appropriate functional alignment of the Arts and Cultural Strategy is being considered. Subject to these conversations occurring within the coming months, a plan for the implementation of the Arts and Cultural Strategy will likely be developed for consideration by Council. In any event, a Request for Quote is being drafted for an external consultant to develop a Public Art Strategy. The Public Art Strategy will form a key component of the Ipswich Arts and Culture Strategy, and will guide investment, best practice commissioning practices and artistic development, and support the planning and implementation of public art within Ipswich.	At Risk
			3.27.1.2 Develop an Advocacy Strategy for the Ipswich Performance Arts Complex.	Advocacy strategy for the IPAC on hold pending decisions regarding Council's longer term capital investment strategy. This is under consideration as part of Council's Transformational program of work. Draft Business Needs Analysis and Business Case completed.	At Risk
			3.27.1.3 Develop and deliver Public Art Master Plan for the CBD	Completed in Qtr 2.	Complete
			3.27.1.4 Deliver 'place-making' public art in line with community aspirations.	This Deliverable will not be achieved in 18/19 due to competing priorities, unplanned work being scheduled and resource availability. Further, implementation continues to be delayed due to budget reductions in the 19/20 financial year. That is, the new role, Arts and Cultural Coordinator, is no longer budgeted for and so recruitment is not scheduled. Additionally, the budget associated with the delivery of the Arts and Cultural Strategy has also been removed from the 19/20 budget. As part of the organisational restructure discussions, the appropriate functional alignment of the Arts and Cultural Strategy is being considered. Subject to these conversations occurring within the coming months, a plan for the implementation of the Arts and Cultural Strategy will likely be developed for consideration by Council. In any event, a Request for Quote is being drafted for an external consultant to develop a Public Art Strategy. The Public Art Strategy will form a key component of the Ipswich Arts and Culture Strategy, and will guide investment, best practice commissioning practices and artistic development, and support the planning and implementation of public art within Ipswich.	At Risk

3.29 Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)	Arts, Social Development and Community Engagement	3.29.1 That the Library's digital strategy aligns to community expectation and Council's digital aspiration.	3.29.1.1 Develop and implement the Library Strategy 2017-2022.	AEC Group has provided a Final Draft of the Library Strategy 2019-2024 pending GM review. Given the change to an integrated customer service model it may be necessary to rescope some of the strategy to ensure it reflects are current operating environment.	Delayed Schedule
			3.29.1.2 Design and implement a Virtual Library Branch.	All planned features of the Virtual Branch have now been implemented. Additional enhancements will be introduced as technology and customer engagement opportunities emerge.	Complete
3.29 Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)			3.29.1.3 Deliver high performing eResource collections	eResource content is delivering performance improvements across our digital collections. Q4 was Kanopy online film streaming service's highest quarter, eBook circulations finished the year with a 35% improvement in circulation and Audiobook loans were up 17%. The new Pay per Use procurement model is delivering 44% of digital loans at only 38% of standard costs. On our major eResource platform CloudLibrary we have seen a 65% improvement in customer engagement.	Complete
			3.29.1.4 Provide digital literacy programming across all age ranges	112% of target number of digital literacy public programs deliver for the year - a total of 346 programs across all age ranges.	Complete