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1		EDM Operational Plan 18-19					
		Key Actions	Department	Key Outcome	Deliverables	4th Qtr Progress Comments 1 Apr 2019 - 30 Jun 2019	4th 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.	The 3rd Ipswich Central Business Briefing was held on Tuesday 4 June 2019 and attended by over 60 traders and stakeholders. Stakeholders recieved an update on the status of the Nickolas Street development and discussed key issues affecting Top of Town and the broader Ipswich Central zone. The 4th Ipswich Central Briefing will be held on 10 September 2019. The Asia Pacific Council Summit will be held in Brisbane from 8 to 10 of July. Ipswich City Council will have a significant presence at this high profile event with participation in panels sessions, key presentations and a manned booth promoting Ipswich as a key trade destination to Asia Pacific partners.	On Track
7					1.1.1.2 Provide proactive and reactive contact to local businesses for general enquiries.	The Business Ipswich electronic direct mail is sent fortnightly to 550 subscribed business contacts. OED facilitated over 130 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.	City of Ipswich Defence Industry Advisory Committee meeting No 14 was held 15 May 2019. Ipswich Central Business Briefing was held Tuesday 4 June 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.	Ipswich City Council hosted a delegation of leaders from Nantou County from 19 to 21 June. Nantou is a sister city of Ipswich and this visit provided a vehcile to explore business and trade opportunities. The office of Economic Development facilitated engagement with a range of regional stakeholders • • Ipswich State High School • Union Institute of Language • University of Southern QLD • ITON member Spicers Hidden Vale • A number of local businesses • Quest Ipswich – accommodation • Ipswich Region Chamber of Commerce and Industry • Greater Springfield Chamber of Commerce	On Track

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10					1.2.1.2 Support key industry forums creating national awareness and engagement.	OED is working with the Motor Trades Association of Queensland to explore the opportunity to establish a mobility centre of excellence in Ipswich. MTAQ hosted the Carmageddon conference attended by the City of Ipswich to discuss the future of technology with industry stakeholders.	On Track
11					1.2.1.3 Deliver an audit of key industries and businesses aligned to current and potential export markets.	Additional resources are being recruited to focus on the development of an Ipswich Central master plan to identify long term economic growth opportunities. This process will included significant stakehodler engagement and economic analysis of key opportunities. An Ipswich Central - Project Manager is expected to start with OED by September 2019.	On Track
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.	There were no new co-funded events or initiatives in this quarter.	Delayed Schedule
13					1.3.1.2 Provide leadership in the coordination of government, industry and community partners.	The Office of Economic Development has worked closely with Trade and Investment Qld and other key regional stakeholders to investigate key priorities sectors for international investment opportunity.	On Track
14					1.3.1.3 Provide strong representation of key industries to government trade and investment agencies	Represented Ipswich at the SEQ Council of Mayors Economic Development Working Group	On Track
15					1.3.1.4 Deliver key industry committees providing leadership, collaboration and coordination of effort	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.	There are currently 18 active members advancing their innovation ideas at Fire Station 101 with 2 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	The Office of Economic Development, through the Regional Skills Investment Strategy, has worked closely with the Federal Department of Jobs to delvier the Ipswich Regional Jobs Expo held at North Ipswich Reserve. This event was attended by over 500 delegates and industry stakeholders	On Track
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					

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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.	The Regional Skillls Investment Strategy (RSIS) program established its industry reference group. This group conducted its first meeting on 25 June. The referencde group has been established to provide industry lead input and guidance to identify key regioanl training issues impacting business. The Department of Employment Small Business and Training will host a workshop of all RSIS coordinators in July to discuss industry findings and share ideas from across the state.	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	Represented Ipswich as a speaker at the Asia Pacific Cities Summit hosted by the Queensland Government and SEQ Council of Mayors.. Represented Ipswich at the West Moreton Trade & Investment Group	On Track
21					1.7.1.2 Deliver an expanded program of innovation, entrepreneurship, start-up and scale-up services.	OED has facilitated an Expression of Interest calling for industry proposal to support service delviery through FS101. The EOI is open until late July when a full evaluation of responses will be conducted. FS101 hosted 12 business development and innovation workshops during the quarter with over 150 business attending. 100% of participates stated they were satisfied with the programs in post event surverys. ARIP activities had over 170 participants during the quarter.	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 faciliate IoT testing and deployment.	Under Review	Delayed Schedule
24					1.11.1.2 Deliver targeted interstate and international campaigns to attract IoT testing and development.	Under Review	Delayed Schedule
25					1.11.1.3 Deliver easy access to large scale high quality open city data to enable smart solutions.	Under Review	Delayed Schedule

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26					1.11.1.4 Deliver high performing digital assets which drive awareness, engagement and conversion	A new ICC Website Homepage design and template has been developed to improve UX and accessibility to council's most readily used online services. Work is now being undertaken to update content on all other pages for preparation to the new templates. This work will be completed by the end of the calendar year.	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.	ARIP continues to engage with Schools through the Future Anything program	On Track
31					1.13.1.2 Deliver an innovation program to increase digital technology and skills capability	OED was successful in gaining \$75000 in funding through the Advance Queensland Regional Innovation Hub grant. A detailed program of activities will be developed and is expected to be rolled out from September 2019	Scheduled
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.	Year End Key Results Areas: 1 - March 2019 total visitation: 1.8m visitors, +28% YoY, fastest growth in SEQ. 2 - Value to local economy: \$265m 3 - Trip Advisor Certificate of Excellence: 23 operators 4 - Trip Advisor Hall of Fame: 6 operators 5 - Best of Queensland: 23 operators 6 - ITON/ATDW members: 203 operators	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.	Year End Key Performance Indicators: 1 - \$2.1m in positive media value, +171% YoY 2 - 1.3 unique visitors to the website: +145% YoY 3 - 70,800 leads to Ipswich tourism operators: +124% YoY 4 - 103 stories produced: + 22% YoY	On Track
34					1.15.1.2 Deliver a tourism infrastructure investment opportunities plan.	The Ipswich Nature Centre Economic Impact working group met on July 11th, 2019 and a project plan is being developed for completion of primary research data collection. The primary research component is expected to be completed in three months post the Sept 2019 school holidays. The Eco Tourism Investment Prospectus has been on hold and is related to the organisation changes at the former WPR. It needs to be re-prioritised.	On Track

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35					1.15.1.3 Provide an enhanced visitor experience through services, information and facilities.	Year-End Results: \$352,110 Gross Revenue generated, 19,000 visitor inquiries (walk-in/digital) supported , 6 VIC famils hosted in the year and 30 touring bus groups hosted in the city via the VIC.	On Track
36					1.15.1.4 Support the attraction and maximisation of a portfolio of major events across the city.	A meeting was held between the CEO, GM and CMC Rocks to explore the purchase of 23 Champions Way. The re-organisation requires this to be prioritised.	At Risk
37					1.15.1.5 Support tourism operators providing leadership, collaboration and coordination of effort.	Year-End Results: 1 - 48 business operator planning meetings were held 2 - 3 ITON meetings held with 90% attendee satisfaction 3 - 15 applications received for ITOPP funding worth \$19,300 4 - \$31,000 in co-op funds received from ITON businesses	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	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	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.	On Track
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	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders. OED is developing a series of capability building workshops to support business to gain manufacturing 4.0 standard and become internationally ready.	On Track
41					1.17.1.2 Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders. Ipswich City Council is participating in a cross regional Biofutures and Resource Recovery Expression of Interest with 4 neighboring councils. This EOI will close in August 2019. Ipswich City Council is developing a position paper of Waste to Energy in response to the Departments of Environment and Science discussion paper.	On Track

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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	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders. OED works closely with the Department of State Developments Advanced Manufacturing Working group to develop programs and activities to enhance the trade capability of local business.	On Track
43					1.18.1.2 Provide assistance and advocacy for key industries including trends, opportunities and matters of planning and land use	Each quarter the Office of Economic Development engages with a diverse network of government and industry stakeholders.Ipswich City Council is participating in a cross regional Biofutures and Resource Recovery Expression of Interest with 4 neighboring councils. This EOI will close in August 2019. Ipswich City Council is developing a position paper of Waste to Energy in response to the Departments of Environment and Science discussion paper.	On Track
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.	OED is supporting the development of a prioritisation framework for regionally significant projects as part of Councils transformation projects. This includes the development of a Advocacy Plan/ framework and supporting governance arrangements and policy.	On Track
45					1.19.1.2 Support the establishment of key industry centres of excellence	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	OED is scoping a market research activitiy to investigate and evaluation the regions manufacturing industry to identify busiensses with the necessary capability to participate in the Manufacturing 4.0 program. This program is designed to support business gain the necessary international standards to participate in large scales procurement opportunities and international trade.	Scheduled

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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	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	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 identify. (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.	OED continue ongoing discussion with local Chambers to investigate collaborative opportunities.	At Risk
56					3.1.1.2 Deliver a contemporary, clear and consistent positioning and narrative representing the city.	Final options for the proposed updates to the ICC Brand and Style guide were adopted by council at the July meeting. The Marketing services team will now work to with relevant stakeholders to develop a suite of style guides including recommendations for council's sub-brands for roll-out later in the year.	On Track
57					3.1.1.3 Support groups, businesses and partners who are actively and positively representing the city	The Office of Economic Development is developing a discussion paper to explores the opportunities and benefits of establishing a business advisory group. Made up of representatives from Chambers, indusry group and key business stakeholders the group could support the development of Councils annual program of events and activities that support the development of local business growth.	On Track
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.	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.	A city-wide photo shoot was completed in June to assist in the development of a comprehensive suite of images that accurately represent the diversity of the city (cultural, industry, commnuities and breadth of activity). Once final selections are being made these will be added to the Collaboro (cloud-based image library tool) to offer council staff access to range of approved images. We will also create images libraries for external stakeholders like chambers of commerce and ITON members to access.	On Track

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60					3.2.1.3 Deliver targeted interstate and international campaigns to represent the city.	<p>In recognition of the 25 year anniversary of the Nerima Sister City relationship OED has begun planning for an Outbound Delegation for the CEO to visit Nerima in November 2019. This will further develop this long term relationship and enable Ipswich to explore opportunities for economic growth in international trade.</p> <p>The Asia Pacific Council Summit will be held in Brisbane from 8 to 10 of July. Ipswich City Council will have a significant presence at this high profile event with participation in panels sessions, key presentations and a manned booth promoting Ipswich as a key trade destination to Asia Pacific partners.</p>	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.	Over the quarter Ipswich First generated more than 303,000 page views (up 144% on the same quarter last year) and achieved 94% increase in reach.	On Track