

Operational Plan 19/20			
Key Actions	Outcomes	Deliverables 2019-2020	Responsibility
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			
<i>Strategy 1: Build partnerships and develop programs to widely promote investment opportunities and support business development and activity in the city</i>			
Promote a major investment pathway within Council that supports investment attraction in key sectors. (9.2/1.1)	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 <u>development events</u> .	Community, Cultural and Economic Development
		Implement a prioritisation & advocacy framework for <u>regionally significant projects</u> .	Community, Cultural and Economic Development
		Provide proactive and reactive contact to local <u>businesses for general enquiries</u> .	Community, Cultural and Economic Development
		Provide leadership in the coordination of valued industry and government partners.	Community, Cultural and Economic Development
		Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan.	Infrastructure and Environment
Develop trade and export links to support long-term competitiveness in the Ipswich economy. (9.2/1.2)	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 <u>to attract new businesses to the city</u> .	Community, Cultural and Economic Development
		Support key industry forums creating national <u>awareness and engagement</u> .	Community, Cultural and Economic Development
		Deliver an audit of key industries and businesses aligned <u>to current and potential export markets</u> .	Community, Cultural and Economic Development
Work with adjoining local governments to support shared and complementary economic growth priorities. (9.2/1.3)	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 <u>co-funded activity</u> .	Community, Cultural and Economic Development
		Provide leadership in the coordination of government, <u>industry and community partners</u> .	Community, Cultural and Economic Development
		Provide strong representation of key industries to <u>government trade and investment agencies</u> .	Community, Cultural and Economic Development
		Deliver key industry committees providing leadership, collaboration and coordination of effort.	Community, Cultural and Economic Development
Utilise the city's increasing multiculturalism to diversify economic opportunity in service provision, business development and employment. (9.2/1.4)	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 <u>innovation initiatives in the city</u> .	Community, Cultural and Economic Development
		Support the delivery of an annual jobs forum to promote employment opportunities and discuss local issues.	Community, Cultural and Economic Development

Strategy 2: Provide a full spectrum of life-long learning opportunities, from early learning through to schooling, vocational training and tertiary education that aligns skills and education with			
Promote whole-of-life learning opportunities, particularly early learning and adult learning. (9.2/2.1)	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.	Community, Cultural and Economic Development
		Provide experiential learning opportunities and engagement.	Community, Cultural and Economic Development
		Provide self-paced learning opportunities through online tutorials.	Community, Cultural and Economic Development
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)	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.	Community, Cultural and Economic Development
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)	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 Ipswich Smart City Program to government and private sector.	Community, Cultural and Economic Development
		Deliver an expanded program of innovation, entrepreneurship, startup and scale-up services.	Community, Cultural and Economic Development

Strategy 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre			
Maintain a strong Council presence within the Ipswich CBD as the main administrative centre for the Local Government Area (9.2/3.1)	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.	Coordination and Performance
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 beverage outlets and higher density inner city living. (9.2/3.3)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
Ensure the Ipswich City Centre is well served with appropriate infrastructure, including digital infrastructure, transport, parklands and public spaces. (9.2/3.6)	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.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
Strategy 4: Strengthen the local digital economy			
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)	Prioritisation and broad integration of the Ipswich Smart City Program.	Deliver a large scale high capacity sensor network to facilitate IoT testing and deployment.	Community, Cultural and Economic Development
		Deliver targeted interstate and international campaigns to attract IoT testing and development.	Community, Cultural and Economic Development
		Deliver a Smart City Action Plan to strengthen the delivery of investment opportunities under an aligned innovation agenda.	Community, Cultural and Economic Development
		Deliver high performing digital assets which drive awareness, engagement and conversion.	Community, Cultural and Economic Development
Develop a digital incubator hub within the Ipswich CBD.(9.2/4.2)	Prioritisation and broad integration of the Ipswich Smart City Program.	Deliver an expanded program of innovation, entrepreneurship, startup and scale-up services.	Community, Cultural and Economic Development
		Support community groups or companies progressing innovation initiatives in the city.	Community, Cultural and Economic Development
Strategy 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries			
Protect RAAF Base Amberley from land uses and activities that would impact on its operational integrity. (9.2/5.1)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services

Strategy 6: Diversify the local economy			
Support the development of education and research facilities and technology and knowledge-based industries. (9.2/6.1)	Prioritisation and broad integration of the Ipswich Smart City Program.	Support the attraction of key industry research capabilities and Centres of Excellence.	Community, Cultural and Economic Development
		Deliver an innovation program to increase digital technology and skills capability.	Community, Cultural and Economic Development
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)	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.	Community, Cultural and Economic Development
		Deliver a clear and consistent destination marketing plan to increase visitation.	Community, Cultural and Economic Development
		Update the Ipswich Planning Scheme to take into account proactive tourism scheme updates enabling reinvestment in existing and new tourism products.	Community, Cultural and Economic Development
		Develop the visitor economy by working with the Ipswich Tourism Operators Network (ITON).	Community, Cultural and Economic Development
		Enhance the tourism partner program to support increased operator marketing activity, increased customer service levels and support employment in the city	Community, Cultural and Economic Development
		Target growth of investment and activation in appropriate council land via a targeted ecotourism investment prospectus aimed at securing commercial ecotourism partners	Community, Cultural and Economic Development
		Support industry in the development of packages targeted at domestic and international trade distribution	Community, Cultural and Economic Development
		Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in Ipswich.	Community, Cultural and Economic Development
		Grow sporting carnivals and events positioning Ipswich as a regional capital attracting participatory, niche and major events.	Community, Cultural and Economic Development
		Maintain a network of best-practice owned digital assets which increase awareness, engagement, or conversation for target consumers and the Ipswich tourism industry.	Community, Cultural and Economic Development
		Implement a proactive destination publicity plan to increase awareness of destination Ipswich and its hero experiences amongst the identified target audiences.	Community, Cultural and Economic Development
		Continue to enhance the quality of the city's destination magazine and increase distribution to target markets.	Community, Cultural and Economic Development
		Enhance existing signage using a placemaking ethos and plan for improvements.	Community, Cultural and Economic Development

		Continue to develop the Discover Ipswich Ambassador Program to enhance and support visitor servicing.	Community, Cultural and Economic Development
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Support transport, logistics, and manufacturing industries, particularly where local SEQ Western Corridor products and agriculture are used. (9.2/6.5)	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 businesses who are actively exporting or <u>representing the city in target markets.</u>	Community, Cultural and Economic Development
		Provide assistance and advocacy for key industries including trends, opportunities and matters of planning <u>and land use.</u>	Community, Cultural and Economic Development
Research, monitor and review market and investment trends to identify opportunities for new business activities. (9.2/6.8)	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 advocacy and engagement plan focused on <u>economic and workforce priorities.</u>	Community, Cultural and Economic Development
		Support the establishment of key industry Centres of <u>Excellence.</u>	Community, Cultural and Economic Development
		Deliver a suite of industry capability reports auditing the industry eco-system to identify size, scale, capabilities <u>and priorities.</u>	Community, Cultural and Economic Development
Retain flexibility in planning scheme provisions to accommodate emerging business activities and economic opportunities. (9.2/6.9)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
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			
Limit urban development to a defined urban footprint thereby protecting important natural environmental areas, waterways, rural areas and scenic landscapes (9.3/1.1)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme <u>provisions and amend/update where necessary.</u>	Planning and Regulatory Services
		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.

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)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
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)	Delivery of Council owned social infrastructure aligned to the Social Infrastructure Plan.	Ensure optimal community access to relevant Council infrastructure. Develop a strategy to facilitate increased community access to non-Council owned infrastructure.	Community, Cultural and Economic Development
		Develop and oversee EOI process for the lease of the <u>Augustine Heights community facility.</u>	Community, Cultural and Economic Development
		Develop a Community Infrastructure Strategy (including <u>investment prioritisation framework</u>).	Community, Cultural and Economic Development
		Design and deliver a new library service at Rosewood.	Community, Cultural and Economic Development
		Design and deliver a collection of library pods at <u>strategic locations throughout the city.</u>	Community, Cultural and Economic Development
		Develop a Community Infrastructure Strategy to feed <u>into updating the Social Infrastructure Plan.</u>	Coordination and Performance
		Relocate Ipswich Central Library to the CBD with <u>renewed service offering.</u>	Community, Cultural and Economic Development
		Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan.	Coordination and Performance
		Effectively manage Council-owned community centres.	Community, Cultural and Economic Development

Establish a network of regionally significant and local business and industry activity nodes. (9.3/1.5)	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 and narrative representing the city.	Community, Cultural and Economic Development
		Provide strong representation of the city in relevant government, community and industry forums.	Community, Cultural and Economic Development
Incorporate relevant provisions and programs to support responsible pet ownership. (9.3/1.7)	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	Planning and Regulatory Services
		Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp!	Planning and Regulatory Services
		Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department.	Planning and Regulatory Services
Strategy 2: Provide adequate land and infrastructure to support community development and economic activity			
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)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
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)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and the Local Government Infrastructure Plan and are delivered through appropriate development outcomes.	Provision of Traffic and Transport technical advice into major development applications.	Infrastructure and Environment
		Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services

Strategy 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes			
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, walking and cycling more viable. (9.3/3.1)	Ensure delivery of actions and outcomes in the Ipswich City Council Transport Plan (iGo) are achieved.	Work 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.	Infrastructure and Environment
		Develop the Detailed Business Case for the Norman Street Bridge Project.	Infrastructure and Environment
		Deliver the actions and outcomes in the: iGO Road Safety Action Plan iGO Freight Action Plan iGO Performance and Data Strategy	Infrastructure and Environment
		Deliver the actions and outcomes in the: Albion Street Corridor Plan 2019 Strategic Traffic Count Program 2019 Strategic Intersection Count Program 2019 Strategic Pedestrian & Cycle Count Program Complete the development of the Inner CBD Cycle Network Corridor Plan	Infrastructure and Environment
Strategy 4: The city's heritage is conserved			
Places and items of cultural heritage significance are identified, protected and used appropriately. (9.3/4.1)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
	Preservation and accessibility of digital heritage resources.	Curate and promote heritage resources through Ipswich Libraries and the Ipswich Art Gallery.	Community, Cultural and Economic Development
		Cultivate internal and external networks to gain access to private heritage collections for preservation purposes.	Community, Cultural and Economic Development
		Preserve and exhibit significant items of cultural heritage relating to Ipswich.	Community, Cultural and Economic Development
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)	These initiatives continue to be delivered through the Ipswich Heritage Program.	Continue to provide free Heritage Adviser Service.	Planning and Regulatory Services
Strategy 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors			
Provide access to major waterways through waterside parks and linear open space. (9.3/5.2)	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.	Infrastructure and Environment
		Undertake asset inspections in accordance with the appropriate standards and schedule.	Infrastructure and Environment
		Ongoing planning and delivery of open space infrastructure which facilitates community access to the Bremer and Brisbane Rivers, and local creeks.	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			
Develop a clear understanding of what unites us and forms the city's identity. (9.4/1.1)	Active citizen and stakeholder engagement informing strategic marketing and communications.	Support regional business awards programs which <u>recognise local business success.</u>	Community, Cultural and Economic Development
		Deliver a contemporary, clear and consistent positioning and narrative <u>representing the city.</u>	Community, Cultural and Economic Development
	Celebration of the contribution of diverse communities.	Develop and implement a Public Art Governance Framework.	Community, Cultural and Economic Development
		Deliver and support a program of initiatives or events that celebrate the artistic skills and expertise within the <u>community.</u>	Community, Cultural and Economic Development
		Deliver and support a program of initiatives or events to increase the exposure of Ipswich's youth to arts and <u>culture.</u>	Community, Cultural and Economic Development
		Develop, implement and support programs which highlight and celebrate diversity within the Ipswich community.	Community, Cultural and Economic Development
Strengthen Council's branding of Ipswich to align with our identity and changing communities. (9.4/1.3)	Active citizen and stakeholder engagement informing strategic marketing and communications.	Deliver the city's most recognised local business news <u>update, research and analysis.</u>	Community, Cultural and Economic Development
		Provide all businesses with free access to high quality Ipswich video, image and copy assets.	Community, Cultural and Economic Development
		Deliver targeted interstate and international campaigns <u>to represent the city.</u>	Community, Cultural and Economic Development
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)	Decision making informed by community needs.	Develop and implement a Community Engagement Framework that optimises engagement outcomes and <u>includes a transparent approach to reporting.</u>	Community, Cultural and Economic Development
		Develop and deliver a community sentiment survey to <u>measure trust and confidence.</u>	Community, Cultural and Economic Development
		Develop social policy strategy identifying areas for social <u>policy development across council.</u>	Coordination and Performance
		Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of <u>essential services like education.</u>	Coordination and Performance
		Develop strategies and networks to advocate for improved and timely delivery of essential services like education.	Coordination and Performance
		Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a <u>forward program of work.</u>	Coordination and Performance

Strategy 2: Invest in data collection, analysis and targeted research to provide the evidence base for development of strategy and resource allocation.			
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)	Greater connectedness between data/information and decision making.	Conduct an annual library customer satisfaction survey.	Community, Cultural and Economic Development
		Support the delivery of the annual capital portfolio of works.	Infrastructure and Environment
		Investigate and map educational facilities against current and projected enrolment patterns to inform advocacy to the State government for delivery of new schools.	Coordination and Performance
		Analyse data relating to barriers-to-employment in the Ipswich region and develop an evidence-based program response.	Community, Cultural and Economic Development
		Partner with Aboriginal and Torres Strait Islander organisations to develop programs and events that address areas of need and creation of opportunities.	Community, Cultural and Economic Development
		Collate and analyse data in response to requests from stakeholders across Council. Key projects include updating of divisional data sets and responses to intra- and inter- departmental data package requests.	Coordination and Performance
Develop a comprehensive set of indicators to inform the community on the direction of socio-economic change and progress in achieving desired social and economic outcomes. (9.4/2.2)	Community informed and engaged through planned communication.	Develop a Community Engagement Framework that optimises engagement outcomes and includes a transparent approach to reporting.	Community, Cultural and Economic Development
		Define and develop a set of benchmark LGA's.	Coordination and Performance
		Develop and implement a digital community engagement platform.	Community, Cultural and Economic Development
Establish collaborative agreements for the co-operative development and sharing of socio-economic data across the region. (9.4/2.4)	Ability to benchmark performance across a range of metrics.	Develop data sharing protocols to inform formal agreements on how shared data can be used.	Coordination and Performance
Increase the use of on-line and digital communications to deliver and promote services and information to the community. (9.4/2.5)	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.	Corporate Services
	Increased digital engagement of communities.	Strategically utilise library systems and digital marketing channels to promote engagement and use of resources, events and programs.	Community, Cultural and Economic Development
		Develop and implement a digital community engagement platform.	Community, Cultural and Economic Development

Strategy 3: Adopt and deliver an explicit Community Development framework tailored to the needs of our varied communities.			
Facilitate capacity building through a comprehensive community development training program. (9.4/3.2)	Increased resilience through strength of community leadership.	Develop and implement a program of learning and development for community groups and organisations.	Community, Cultural and Economic Development
		Develop a community funding framework for the arts and cultural sector.	Community, Cultural and Economic Development
Enhance the capacity of the city's community facilities to link community needs with appropriate services (9.4/3.3)	Planning and design of three (3) new community facilities being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library	Plan and design three (3) new community facilities being Redbank Plains South Local Community Center, Springfield Central Hub Library and Rosewood Library.	Infrastructure and Environment
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)	Closer alignment to child friendly city principles.	Implement an Ipswich Youth Advisory Council (IYAC) and IYAC Ambassador Program.	Community, Cultural and Economic Development
		Develop a policy framework to ensure that the City's design and service delivery meets the requirements of a child friendly city.	Coordination and Performance
Strategy 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our communities			
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)	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.	Community, Cultural and Economic Development
Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being			
Implement a Community Events program across the city that includes community and family activities. (9.4/5.1)	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.	Community, Cultural and Economic Development
		Develop and implement a platform to promote school holiday activities across the City.	Community, Cultural and Economic Development

Develop awareness and education programs relating to health care intervention and prevention, healthy eating, healthy lifestyles and well-being. (9.4/5.2)	Increased engagement of community members in their own health outcomes.	Implement and maintain the 'Words for Wellness' initiative and resources.	Community, Cultural and Economic Development
		Engage with local community health providers and community to better understand barriers to community health outcomes.	Community, Cultural and Economic Development
		Research community health outcomes to determine priority focus areas.	Community, Cultural and Economic Development
		Partner with health organisations to facilitate the outreach delivery of targeted health services in the community.	Community, Cultural and Economic Development
		Analyse data relating to mental health and well-being in the Ipswich region and develop an evidence-based program model.	Community, Cultural and Economic Development
Utilise Planning Scheme provisions to encourage active recreation, the use of active transport and the development of walkable mixed use neighbourhoods.	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.	Planning and Regulatory Services
Acknowledge, promote and support the success and participation of Ipswich residents and teams in local, regional, national and international sporting events.	Continue to support and provide Council's sporting Event Sponsorship Program.	Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
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/*)	Increased cultural tourism.	Deliver and support Council's sport and recreation funding program.	Community, Cultural and Economic Development
		Deliver active and outdoor recreation participation programs.	Community, Cultural and Economic Development
		Deliver a broad range of literary programs and events that facilitate community participation in the arts.	Community, Cultural and Economic Development
		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.	Community, Cultural and Economic Development
		Develop programs and events that build the capacity and capability of local artists/ performers.	Community, Cultural and Economic Development
		Develop a public performance framework to activate public events and spaces.	Community, Cultural and Economic Development
		Manage and develop arts venues and assets.	Community, Cultural and Economic Development
		Develop the concept for an Indigenous Cultural Centre that promotes local art, culture and customs. Identify an advocacy pathway.	Community, Cultural and Economic Development

<i>Strategy 6: Build on the success of Council's community safety programs to address new and emerging issues</i>			
Delivery of the Safe City Program aligned to crime prevention and community safety plans. (9.4/6.4)	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	Community, Cultural and Economic Development
Facilitate programs, education and awareness on reducing public health risks in the community. (9.4/6.5)	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.	Planning and Regulatory Services
<i>Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes</i>			
Develop a new Regional Performing Arts Centre in the Ipswich CBD. (9.4/7.2)	Obtain 'in-principle' State and Federal Government support.	Develop and implement a program of work to deliver Council's Arts and Cultural Strategy.	Community, Cultural and Economic Development
		Develop an Advocacy Strategy for the Ipswich Performance Arts Complex.	Community, Cultural and Economic Development
		Deliver output aligned to the Public Art Master Plan for the CBD.	Community, Cultural and Economic Development
		Deliver placemaking public art in line with community aspirations.	Community, Cultural and Economic Development
Ensure the library services strategy is responsive to the emerging need for a digital approach. (9.4/7.4)	The Library's digital strategy aligns to community expectation and Council's digital aspiration.	Develop and implement the Library Strategy 2018-2022.	Community, Cultural and Economic Development
		Deliver high performing eResource collections.	Community, Cultural and Economic Development
		Provide digital literacy programming across all age ranges.	Community, Cultural and Economic Development

Strategy 8: Develop greater community resilience and readiness			
Work in partnership with other levels of government and other agencies to ensure effective responses to disasters and emergencies. (9.4/8.1)	An approved and endorsed Local Disaster Management Plan is in place with an annual review process	Deliver the annual review of the Local Disaster Management Plan.	Infrastructure and Environment
Develop and provide information to the community regarding effective responses to disasters and emergencies. (9.4/8.2)	Emergency Management Strategy to be developed to provide a framework for public information.	Deliver the annual review of the Emergency Management Strategy as part of the required Local Disaster Management Plan yearly review.	Infrastructure and Environment
Facilitate capacity building and leadership to enhance emergency management resilience in the community. (9.4/8.3)	Development of a Communication strategy as part of the overall Emergency Management Strategy	Deliver the annual review of the Emergency Management Strategy as part of the required Local Disaster Management Plan yearly review.	Infrastructure and Environment
Use Planning Scheme provisions to appropriately manage the risks arising from natural and other hazards. (9.4/8.4)	Ensure relevant provisions are contained in the Ipswich Planning Scheme and are delivered through appropriate development outcomes.	Deliver through development assessment.	Planning and Regulatory Services
		Monitor effectiveness of relevant planning scheme provisions and amend/update where necessary.	Planning and Regulatory Services
CARING FOR OUR ENVIRONMENT			
Goal 4: Important areas of native habitat and vegetation are conserved, the city’s important waterways are protected and their water quality enhanced, and			
Strategy 1: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community,			
Review the Conservation Partnerships Program and implement changes. (9.5/2.1)	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.	Infrastructure and Environment
		Deliver the Voluntary Conservation Partnerships Program.	Infrastructure and Environment
Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	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 and Sustainability Grants Program.	Infrastructure and Environment
	Delivery of the iconic species programs (Koala, Brush-tailed Rock Wallaby, Platypus, Melaleuca irbyana and Cooneana Olive)	Implement the koala, Brush-tailed Rock Wallaby and platypus recovery plans in accordance with the 19/20 actions.	Infrastructure and Environment
Strategy 2: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.			
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)	Improved waterway and wetland health.	Deliver improved waterway, wetland health and diversity in accordance with the Waterway Health Strategy.	Infrastructure and Environment

Implement appropriate pollutant control mechanisms, particularly for sediment and erosion during the construction phase of development. (9.5/3.2)	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 <u>the year in relation to high risk sites.</u>	Planning and Regulatory Services
		Deliver formal and informal communications to construction companies and builders on key sediment <u>and erosion matters.</u>	Planning and Regulatory Services
Ensure effective catchment and floodplain management. (9.5/3.4)	Develop and implement the Floodplain Management <u>Strategy.</u>	Develop Ipswich Rivers Strategic Floodplain Management Plan.	Infrastructure and Environment
	Maintain up-to-date flood studies	Review catchment and flood study reports.	Infrastructure and Environment
		Undertake new catchment and flood study reports.	Infrastructure and Environment
	Delivery of the Habitat Connections Program.	Undertake three habitat connection program plantings at Bundamba Creek, Oppossum Creek and Bremer River.	Infrastructure and Environment
	Delivery of catchment corridor plans	Implementation of the Ironpot Creek catchment corridor plan.	Infrastructure and Environment
<i>Strategy 3: Enhance urban greening.</i>			
Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Planning, design and implementation of stage 1 “My Suburb, My City” Beautification Program for Collingwood <u>Park and Riverview.</u>	Deliver the nine-week program for street tree planting requests.	Infrastructure and Environment
	Complete Footpath Garden Asset Capture and mapping.	Deliver identified projects as part of the Beautiful Ipswich Program.	Infrastructure and Environment
	Complete condition assessment of existing gardens to <u>identify a possible refurbishment program</u>	Delivery of a completed condition assessment on all <u>existing gardens within the City.</u>	Infrastructure and Environment
	Strategic plan identifying possible street tree planting opportunities (where are there gaps) and develop a <u>Street Tree Planting Program</u>	Deliver an Urban Greening Strategy.	Infrastructure and Environment
	Strategic Plan identifying possible footpath garden capital opportunities (New) and develop a Footpath Garden <u>Capital Program</u>	Deliver an Urban Greening Strategy.	Infrastructure and Environment
	Review current maintenance program, including street trees and footpath gardens	Completion of the review of maintenance program.	Infrastructure and Environment
		Prepare contracts for departmental programs.	Infrastructure and Environment
		Ensure maintenance of Council's conservation estates as <u>per schedule.</u>	Infrastructure and Environment
		Ensure maintenance of Council's streetscape areas as <u>per schedule.</u>	Infrastructure and Environment
		Ensure maintenance of Council's urban forest estate as <u>per schedule.</u>	Infrastructure and Environment
		Provide 100,000 plants/year through the annual free <u>plant program.</u>	Infrastructure and Environment
		Develop open space capital program for Council's <u>consideration.</u>	Infrastructure and Environment
		Ensure maintenance of Council's open space network is delivered as per schedule.	Infrastructure and Environment

<i>Strategy 4: Use resources efficiently and sustainably.</i>			
Waste is treated as a resource and is minimised through reducing, reusing and recycling. (9.5/5.1)	Maximise diversion of waste from landfilling through the kerbside recycling & green waste services and public transfer stations.	Increase waste diverted from landfill at the Recycling and Refuse Centres.	Infrastructure and Environment
		Increase recycling diverted from domestic collection & disposal services.	Infrastructure and Environment
		Increase domestic green waste diverted from domestic refuse service.	Infrastructure and Environment
Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	Review and implement the Integrated Water Strategy.	Review and report on water efficiency measures for Council.	Infrastructure and Environment
	Identify and deliver water saving projects, including the use of technology for minimising water use in Council facilities and sports fields	Review and report on water efficiency measures for Council.	Infrastructure and Environment
	Finalise and implement the Corporate Environmental Sustainability Plan	Identify and implement Energy Efficiency Project.	Infrastructure and Environment
	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.	Infrastructure and Environment
<i>Strategy 5: Improve environmental awareness, education and compliance.</i>			
Ensure appropriate compliance is undertaken in relation to littering, dumping and air and water pollution. (9.5/6.2)	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.	Planning and Regulatory Services

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			
Strategy 1: The Mayor and Councillors represent the Ipswich community and provide strong visionary leadership			
The accessibility to and the visibility of the Mayor and Councillors are maintained. (9.6/1.1)	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.	Community, Cultural and Economic Development
	Elected members have capacity, resources and are accessible within the community.	Provide support, resources, and up to date information about Council activities and initiatives via multiple channels including Council’s online presence and physical Council facilities across the city in order to maintain high standards of service delivery.	Coordination and Performance
The Mayor and Councillors continue to promote and advocate on behalf of the city and the community. (9.6/1.2)	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.	Coordination and Performance
		Respond effectively to issues impacting on the City and community.	Coordination and Performance
		Ensure effective, timely and responsible policy and decision making.	Coordination and Performance
	Monitor and review Council’s performance, strategic and operational reporting.	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	Corporate Services
		Monitor and review Council's performance, strategic and operational reporting to ensure alignment to strategic and operational activities in accordance with the Act.	Coordination and Performance
Strategy 2: Provide comprehensive and meaningful community engagement to inform Council decision making			
Council decisions are better informed through meaningful engagement with the community (9.6/2.1)	Data and information provided to Council reflects community needs	Strategic oversight of Council's Community Reference Groups.	Community, Cultural and Economic Development
Council maintains a key focus on customer service and meeting the needs of the community. (9.6/2.3)	Meet or exceed corporate targets for customer service standards.	Achieve first-point-of-contact resolution when answering customer enquiries - target 80%.	Community, Cultural and Economic Development
		Answer incoming customer calls within 20 seconds - target 85%.	Community, Cultural and Economic Development
		Complete customer service requests to the corporate standard - target 95%.	Community, Cultural and Economic Development
		Register and task all types of incoming Council mail within the first business day of receipt - target 98%.	Corporate Services
		Register and task all types of incoming Council emails within the first business day of receipt - target 98%.	Corporate Services

<i>Strategy 3: Implement initiatives that strengthen governance skills and knowledge.</i>			
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)	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.	Corporate Services
		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.	Corporate Services
		Develop a HR Strategy and business plan that aligns with organisational strategies and goals.	Corporate Services
		Develop effective performance measures that ensure HR services meet business stakeholder needs.	Corporate Services
		Implement employee awareness sessions through the Line of Sight program.	Corporate Services
Council information is accurate and managed effectively to ensure appropriate access, confidentiality and security. (9.6/3.2)	Maintain an open and transparent approach to information.	Ensure Corporate policies and procedures are current.	Corporate Services
		RTI and Privacy applications are received and processed within applicable timeframes.	Corporate Services
		Administrative Action Complaints, Privacy and Publication Scheme Complaints and external agency reviews are processed within legislative timeframes.	Corporate Services
		Provide greater ease of use and functionality of external interfaces to provide greater transparency to constituents.	Corporate Services
	Review and maintain Council's enterprise risk management framework	Implement and embed an Enterprise Risk Management Program.	Corporate Services
		Implement regular monitoring and reporting of strategic and operational risks.	Corporate Services
<i>Strategy 4: Maintain a financially sustainable and resilient approach to budgeting</i>			
Aim to operate Council's finances with a modest surplus. (9.6/4.1)	Ensure sound budgeting principles consistent with long-term financial targets.	Ensure the contract management framework improves productivity and performance of ICT contracts and assets.	Corporate Services
		Regularly update and review Council's long term financial plan.	Corporate Services
		Review input assumptions and financial sustainability targets as part of the long term financial plan's preparation.	Corporate Services
		Prepare Council's annual budget in line with the long term financial plan's financial targets.	Corporate Services
		Monitor and report Council's performance compared to budget.	Corporate Services

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)	Effectively manage revenue sources relative to debt and service levels.	Manage Council's debt in accordance with Council's <u>debt policy</u> .	Corporate Services
		Forecast Council's debt position as part of Council's long term financial planning and budget process.	Corporate Services
		Monitor and review Council's financial performance ratios and targets.	Corporate Services
Strategy 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.			
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)	Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Council's website and scripting is continually reviewed and updated to provide clear advice and information on obligations for compliance under State Legislation and <u>Local Laws</u> .	Planning and Regulatory Services
		Ensure communications to the community on compliance matters are customer focussed/centric.	Planning and Regulatory Services
Council undertakes inspections and appropriate compliance action in respect to nuisance activities. (9.6/5.2)	Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Ensure service requests are managed within approved <u>service level agreements</u> .	Planning and Regulatory Services
		Ensure inspections are conducted as per licensing and permitting requirements.	Planning and Regulatory Services
Strategy 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.			
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)	Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Council's website and scripting is continually reviewed and updated to provide clear advice and information on how to apply and comply with licences and permits <u>issued by Council</u> .	Planning and Regulatory Services
		Ensure communications to the community on licensing and permitting are customer focussed/centric.	Planning and Regulatory Services
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)	Ensure delivery of actions and outcomes in the Ipswich City Council Health and Amenity Plan are achieved.	Ensure service requests are managed within approved <u>service level agreements</u> .	Planning and Regulatory Services
		Ensure inspections are conducted as per licensing and <u>permitting requirements</u> .	Planning and Regulatory Services
		Ensure patrols are undertaken as per approved service <u>level agreements</u> .	Planning and Regulatory Services
Council has local laws that are contemporary, sustainable and efficient for the good governance of the Local Government Area. (9.6/6.3)	The local laws provide clear and consistent outcomes for Council and the community in resolving compliance matters and are reviewed regularly.	Undertake a local law review as part of the Business Transformation Program (TP#9) where amended laws will commence before 31 December 2019.	Coordination and Performance