


























Operational Plan 19/20					Qtr 1			Qtr 2		
Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
<b>STRENGTHENING OUR LOCAL ECONOMY AND BUILDING PROSPERITY (JOBS)</b>										
<b>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.</b>										
<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.	Implement a prioritisation & advocacy framework for regionally significant projects.	Community, Cultural and Economic Development	Paul Massingham	A draft prioritisation and advocacy framework for regionally significant projects has been developed as part of Transformational Project 18. This framework is currently under final review with the project close report expected by early November.	On Target		The prioritisation and advocacy framework for regionally significant projects has been developed as the key deliverable of TP18. A close report for TP18 has been submitted and was accepted by the project steering committee in November.	Complete	
		Deliver the 10 Year Road Infrastructure Investment Plan and 10 Year Principal Bikeway Infrastructure Investment Plan.	Infrastructure and Environment	Tony Dileo	A 10 year plan has been developed and has formed part of current Long Term Financial Forecast. It will be reviewed in the second and third quarter of this financial year.	On Target		Strategic projects have been prioritised and reported to Council to inform the 10yr budget build.	On Target	
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 an audit of key industries and businesses aligned to current and potential export markets.	Community, Cultural and Economic Development	Paul Massingham	The Office of Economic Development is developing a scope of works for and audit of Ipswich Manufacturing Industry to support the Manufacturing 4.0 program	On Target		OED has developed a draft scope of works for a Manufacturing 4.0 Industry Readiness program. This program will include an audit of Ipswich Manufacturers. Consultation is currently being undertaken on the Scope of Works and is expected to be completed by March 2020.	On Target	
<i>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 emerging employment opportunities.</i>										
<i>No key actions identified for delivery in 2019-2020</i>										
<i>Strategy 3: Develop the Ipswich City Centre as the regional capital of the Western Corridor of SEQ and as an important regional employment centre</i>										
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	Greg Thomas	Hutchinson Builders were engaged and have commenced preliminary works on the new Administration Building, civic space and library. Refurbishment of Nicholas Street and Union Place continued during the quarter with completion of the works anticipated by December 2019.	On Target		Hutchinson Builders are progressing works on the new administration building, civic space and library. The refurbishment of part of Nicholas Street and Union Place has been completed with the mall reopening in late December. Council has approved funding to refurbish the retail and entertainment precinct.	On Target	
<i>Strategy 4: Strengthen the local digital economy</i>										
<i>No key actions identified for delivery in 2019-2020</i>										
<i>Strategy 5: Support the growth and operation of RAAF Base Amberley and associated aerospace and defence support industries</i>										
<i>No key actions identified for delivery in 2019-2020</i>										
<i>Strategy 6: Diversify the local economy</i>										
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.	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	Alistair Tavares	Ecotourism prospectus project in progress and currently being assessed via the ICC Environment team	On Target		Ecotourism prospectus project in progress and currently being assessed via the ICC Environment team.	On Target	
		Develop the industry state-of-play barometer annual survey to measure the health of the tourism industry in Ipswich.	Community, Cultural and Economic Development	Alistair Tavares	The development of the tourism annual survey is scheduled for Q3	Not Yet Commenced		The development of the tourism annual survey is scheduled for Q3	Not Yet Commenced	
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 economic and workforce priorities.	Community, Cultural and Economic Development	Paul Massingham	As part of Transformational Project 18, the Office of Economic Development has developed a draft advocacy strategy. This strategy is expected to be adopted by end 2019.	On Target		OED has developed an Advocacy Policy for regionally significant projects. This policy is currently being consulted on internally and is intended to be submitted to Council for endorsement in the February round. This policy is supported by an Advocacy Framework for regionally significant projects and a Project Prioritisation procedure.	On Target	

Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
		Deliver a suite of industry capability reports auditing the industry eco-system to identify size, scale, capabilities and priorities.	Community, Cultural and Economic Development	Paul Massingham	The Office of Economic Development will develop a manufacturing industry program including an audit of the sector's scale and capability.	On Target		As part of the proposed Industry Readiness program, OED in collaboration with key industry stakeholders will conduct an audit of Ipswich Manufacturing to identify and quantify the scale and capability of regional business to participate in the program. The industry audit forms part of the Manufacturing 4.0 Industry Readiness program currently being consulted on.	On Target	
<b>MANAGING GROWTH AND DELIVERING KEY INFRASTRUCTURE</b>										
<b>Goal 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.</b>										
<i>Strategy 1: Develop a compact, sustainable, mixed use urban form that supports community and economy development</i>										
Encourage a diversity of housing types, styles and densities that meet community housing needs. (9.3/1.2)	Social housing strategy that aligns to projected community needs.	Develop Affordable Living Policy aligned to Ipswich Planning Scheme involving cross department engagement to scope and outline key facets of affordable living the city provides.	Coordination and Performance	Noelle Hudson	Development of the Affordable Living Policy project is scheduled to start in Q3.	Not Yet Commenced		Development of the Affordable Living Policy project is scheduled to start in Q3.	Not Yet Commenced	
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.	Develop and oversee EOI process for the lease of the Augustine Heights community facility.	Community, Cultural and Economic Development	Don Stewart	Inspection and review of this facility has identified that the structure presents little value as a Community Centre due to size and infra-structure limitations. Work continues in regards identifying a suitable alternative engagement for the space.	Not Yet Commenced		Site has not yet been handed across to Council from developer due to some essential works requiring completion prior to Council assuming ownership. Given size limitations, use of the space will be limited to meetings and small gatherings only	On Target	
		Develop a Community Infrastructure Strategy (including investment prioritisation framework).	Community, Cultural and Economic Development	Don Stewart	The Community Infrastructure Strategy is to be reviewed and delivered as part of the community facilities 10 year capital plan and is subject to further discussion and prioritisation internally	On Target		The Community Infrastructure Strategy is to be reviewed and delivered as part of the community facilities 10 year capital plan. Minimal work has been completed since Q1, however time has been allocated to progress this initiative in Q3	On Target	
		Design and deliver a new library service at Rosewood.	Community, Cultural and Economic Development	Sylvia Swalling	The Rosewood library project is in construction phase, due for hand over 03/20 and anticipated public launch 04/20. The Council Connect operating model is in progress with prototype services scheduled to start at Springfield Central Library 11/19.	On Target		The Rosewood Library development continues well into the construction phase with handover anticipated for mid-March 2020 and a public launch event planned for early May 2020. The successful Council Connect prototype will be delivered within the new Library.	On Target	
		Design and deliver a collection of library pods at strategic locations throughout the city.	Community, Cultural and Economic Development	Sylvia Swalling	The prototype library pod was launched at Karalee Shopping Centre 10/19 - currently in service evaluation mode until 05/20. This completes this FY deployment with research to inform the 2020 scheduled deployment.	Complete			Complete	
		Relocate Ipswich Central Library to the CBD with renewed service offering.	Community, Cultural and Economic Development	Sylvia Swalling	Relocation of the Ipswich Central Library has been pushed back due to change in the facility handover schedule. Handover is now expected 09/20 with relocation to be coordinated aligned to this schedule. NOTE: Children's Library will need to be established as part of the coordination of relocation of CBD Library offering, this is to remain at IGIC building until the new Admin Building is complete.	Not Yet Commenced		Relocation of the Ipswich Central Library has been pushed back due to change in the facility handover schedule. Handover is now expected Sept 2020 with relocation to be coordinated aligned to this schedule. NOTE: Children's Library will need to be established as part of the coordination of relocation of CBD Library offering, this is to remain at IGIC building until the new Admin Building is complete.	Not Yet Commenced	
		Research and develop the community facilities/social infrastructure policy and strategy to input into updating the Social Infrastructure Plan.	Coordination and Performance	Noelle Hudson	Community facilities mapping and 10 year draft investment plan delivered to include in further cohesive community and recreational facilities strategy. Social Infrastructure Plan scoping and research stage commenced.	On Target		Social Infrastructure Plan research and planning continues. The project plan has been drafted.	On Target	

Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
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	Graeme Kane	The Cat Management Strategy is scheduled for review/update. Scheduled to begin quarter 3	Not Yet Commenced		The Cat Management Strategy is scheduled for review/update. Scheduled to begin Quarter 3.	Not Yet Commenced	
		Evaluate the BarkUp! process for managing barking dog complaints, and develop and implement a proactive communication campaign to promote BarkUp!	Planning and Regulatory Services	Graeme Kane	Evaluation of the BarkUp! program shows positive community uptake, and promotion is on-going with a view to expand program to other services.	On Target		Evaluation of the BarkUp! program has shown positive community uptake, and promotion is on-going with a view to expanding the program to other services.	On Target	
		Participate in the design phase of a new Animal Management Centre capital project with the Infrastructure and Environment Department.	Planning and Regulatory Services	Graeme Kane	Participation in the design phase of a new Animal Management Centre capital project is ongoing.	On Target		Participation in the design phase of a new Animal Management Centre capital project is ongoing. Meetings have occurred with IED officers in relation to potential sites and they have identified a preferred site. Work is continuing on the functional requirements for an Animal Management Centre.	On Target	
Strategy 2: Provide adequate land and infrastructure to support community development and economic activity										
No key actions identified for delivery in 2019-2020										
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	Tony Dileo	The current capital portfolio has a detailed phasing of projects from concept/design, pre-construction and construction over the next three financial years.	On Target		As per previous quarter report, noting that delays associated with Service Authority designs and relocations are impacting on program delivery	On Target	
Strategy 4: The city's heritage is conserved										
No key actions identified for delivery in 2019-2020										
Strategy 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors										
No key actions identified for delivery in 2019-2020										
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)	Celebration of the contribution of diverse communities.	Develop and implement a Public Art Governance Framework.	Community, Cultural and Economic Development	Alistair Tavares	A supplier has been engaged to develop and draft a Public Art Strategy. The Public Art Strategy is a key deliverable of Council's Arts and Cultural Strategy and, once delivered, will inform the development and implementation of a Public Art Governance Framework.	Not Yet Commenced		Stakeholder meetings have been scheduled for Feb 2020	On Target	

Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
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 includes a transparent approach to reporting.	Community, Cultural and Economic Development	Abbey Richards	Transformation Project 15 is progressing the development and implementation of a whole-of-organisation Community Engagement Framework.	On Target	<div><div></div></div>	Transformation Project 15 is progressing the development and implementation of a whole-of-organisation Community Engagement Framework.	On Target	<div><div></div></div>
		Develop and deliver a community sentiment survey to measure trust and confidence.	Community, Cultural and Economic Development	Abbey Richards	A Pulse Check Survey is scheduled to go live to the community in October 2019 and will measure community sentiment against the first iteration of the survey undertaken in November 2018.	On Target	<div><div></div></div>	The Pulse Check Survey was delivered and completed in 2019. Results can be found at <a href="https://shapeyouripswich.com.au/community-pulse-check">https://shapeyouripswich.com.au/community-pulse-check</a>	Complete	<div><div></div></div>
		Develop a strategy/stakeholder engagement framework to advocate for improved and timely delivery of essential services like education.	Community, Cultural and Economic Development	Noelle Hudson	Under review as un-resourced post restructure.	Not Yet Commenced	<div><div></div></div>	Work yet to commence due to ownership of deliverable discussions post restructure.	Not Yet Commenced	<div><div></div></div>
		Conduct a review and analysis of the existing Social Policy Framework and commence implementation of a forward program of work.	Coordination and Performance	Noelle Hudson	The draft Social Policy Framework has been developed and is being assessed and seeking internal stakeholder feedback.	On Target	<div><div></div></div>	Feedback and input is being incorporated into the document to maximise organisational use and effectiveness.	On Target	<div><div></div></div>
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.	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	Noelle Hudson	Educational mapping has been completed using projections and has been used to inform meetings with the Department of Education.	Complete	<div><div></div></div>		Complete	<div><div></div></div>
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 and implement a digital community engagement platform.	Community, Cultural and Economic Development	Abbey Richards	The digital community engagement platform, Shape Your Ipswich, was launched to the public on 1 October 2019.	Complete	<div><div></div></div>		Complete	<div><div></div></div>
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	Tony Welsh	The Ipswich Online Refresh is in progress and on track, the Ipswich Mobile App (Progressive Web App) configuration is in progress and on track, and the Hive Platform is in progress and on track	On Target	<div><div></div></div>	All work completed.	Complete	<div><div></div></div>
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 a community funding framework for the arts and cultural sector.	Community, Cultural and Economic Development	Abbey Richards	A consultant has been engaged to review and audit all council grants and funding and provide recommendations to council. As a result of this activity, the development of a funding framework for the arts and cultural sector will be considered.	Not Yet Commenced	<div><div></div></div>	A consultant has delivered to council a draft report and recommendations following their review and audit of council grants and funding. Work has also progressed on drafting a Council Community Funding and Support Policy and the associated procedure.	On Target	<div><div></div></div>
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	Tony Dileo	The planning and design of these facilities have been completed. Both the Redbank Plains Community Centre and the Springfield Central Library have been constructed. The Rosewood Library is currently under construction and will be completed in the second quarter of the financial year.	Complete	<div><div></div></div>		Complete	<div><div></div></div>
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.	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	Noelle Hudson	Project plan was finalised and approved in Q1. Stakeholder engagement and consultation are underway.	On Target	<div><div></div></div>	Stakeholder engagement has been finalised. Community consultation included workshops, surveys, meetings and interviews. A visual harvest document has been developed and the analysis of findings has commenced.	On Target	<div><div></div></div>

Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
Strategy 4: Foster collaboration, partnerships and use of evidence to shape service planning and delivery for the benefit of our community										
No key actions identified for delivery in 2019-2020										
Strategy 5: Foster a diverse range of activities to promote sustainable, healthy lifestyles and community well-being										
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.	Research community health outcomes to determine priority focus areas.	Community, Cultural and Economic Development	Abbey Richards	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 and is scheduled to be finalised in Quarter 2 of 19/20.	On Target		Work has been delayed due to competing priorities, however the action is still on target to be completed this financial year.	On Target	
		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	Abbey Richards	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 and is scheduled to be finalised in Quarter 2 of 19/20. An evidence-based program model has been developed and is being piloted using a localised/place-based approach.	On Target		Work has been delayed due to competing priorities, however the action is still on target to be completed this financial year. An evidence-based program model has been developed and is being piloted using a localised/place-based approach and has progressed during this period.	On Target	
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.	Develop a public performance framework to activate public events and spaces.	Community, Cultural and Economic Development	Don Stewart	Work has commenced in this space with both City Events and Civic Centre establishing the basis for further development and delivery of a functional framework	Not Yet Commenced		Q2 presented a full schedule of public programming and events across the city and as such minimal research and information collation has been garnered during this period. This remains a cross functional project between the City Events and Civic Centre teams	On Target	
Strategy 6: Build on the success of Council's community safety programs to address new and emerging issues										
No key actions identified for delivery in 2019-2020										
Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes										
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	Alistair Tavares	The management, coordination and delivery of Council’s Arts and Cultural Strategy is under consideration. The City Events Strategy is currently working to align activities with the Arts and Cultural Strategy.	Not Yet Commenced		The Senior Arts Officer role has not been funded in FY20 to support the implementation of the City Arts Strategy. We have partnered with Screen Queensland to document all public and private assets that can be made available for film making in the city.	At Risk	
		Deliver output aligned to the Public Art Master Plan for the CBD.	Community, Cultural and Economic Development	Carly Gregory	An Expression of Interest for public art in the Nicholas Street redevelopment has been released to market.	Not Yet Commenced		Council sought expressions of interest from artists for the provision of public art in the Nicholas Street development. A shortlist of 3 artists/organisations has been selected to present concepts for the final design. Council has engaged a specialist public art consultant iAM (Independent Arts Management) to develop a Public Art Strategy and assist with the management and delivery of the Public Art Plan for the Nicholas Street – Ipswich Central CBD redevelopment project.	On Target	
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	Matthew Pinder	The 19/20 Local Disaster Management Plan was completed and released on 19 July, following a month long consultation and review with the Local Disaster Management Group.	Complete			Complete	

Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
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 the city responds appropriately to climate change and uses resources prudently.										
Strategy 1: Develop and implement an integrated approach to the planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.										
Provide strategic delivery of environmental offsets across the city. (9.5/2.2)	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	Tim Shields	Platypus monitoring survey completed this quarter. Discussions with infrastructure providers on adequate fauna crossings have been held. Partnership with Wildlife Queensland is underway to monitor a Brush-tailed Rock Wallaby site within the Flinders Goolman Conservation Estate. On-going pest animal control is undertaken in Council's conservation estates.	On Target	<div><div></div></div>	The draft management plan for platypus is approximately 50% complete. Four sites identified in the brush tailed rock wallaby recovery plan have shown signs of improvement in the most recent round of monitoring. Further rehabilitation actions are to be implemented in Q3. A large survey of koala populations in Ipswich is about to commence. A consultant has been engaged to undertake works looking into threatened flora species and potential management actions.	On Target	<div><div></div></div>
Strategy 2: Waterways are protected and managed to achieve enhanced environmental, ecological and water quality outcomes.										
Ensure effective catchment and floodplain management. (9.5/3.4)	Develop and implement the Floodplain Management Strategy.	Develop Ipswich Rivers Strategic Floodplain Management Plan.	Infrastructure and Environment	Philip Smith	Consultants have been engaged and are developing the Ipswich Integrated Catchment Plan.	On Target	<div><div></div></div>	Consultants and internal staff are making progress with the work programs, and have completed the program options long list and community consultation.	On Target	<div><div></div></div>
	Maintain up-to-date flood studies	Undertake new catchment and flood study reports.	Infrastructure and Environment	Tony Dileo	The Ipswich Rivers Flood Study is completed and adopted by Council	Complete	<div><div></div></div>		Complete	<div><div></div></div>
	Delivery of catchment corridor plans	Implementation of the Ironpot Creek catchment corridor plan.	Infrastructure and Environment	Philip Smith	Planning for the 19/20 Iron Pot Creek projects is underway.	On Target	<div><div></div></div>	Design is underway for construction of Ironpot creek in late summer. Design completed for the works proposed for Bundamba. The planting program for Black Snake Creek has been completed.	On Target	<div><div></div></div>
Strategy 3: Enhance urban greening.										
Undertake street tree planting and landscaping and protect significant vegetation within road reserves. (9.5/4.2)	Review current maintenance program, including street trees and footpath gardens	Completion of the review of maintenance program.	Infrastructure and Environment	Jamie Hilyard	A review of the maintenance program for street trees and footpath gardens in progress	On Target	<div><div></div></div>	The on-ground tree audit is complete and the spatial team have uploaded all tree assets onto iKnow making this information available as a layer. Further Street Tree Requests during this quarter have been delivered on time and to specifications.	On target	<div><div></div></div>
		Develop open space capital program for Council's consideration.	Infrastructure and Environment	Tony Dileo	Development of the open space capital program is on track per schedule	On Target	<div><div></div></div>	Project prioritisation is complete and will be reported to Council in the 3rd Quarter	On Target	<div><div></div></div>
Strategy 4: Use resources efficiently and sustainably.										
Water is treated as a precious resource within a total water cycle management framework. (9.5/5.3)	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	Philip Smith	Community consultation for Stage 3 and 4 of the Small Creek Naturalisation Project has commenced.	On Target	<div><div></div></div>	Design completed for Offsets project suit and construction for RFQ. Small Creek phase 3 design in the final stages.	On Target	<div><div></div></div>
Strategy 5: Improve environmental awareness, education and compliance.										
No key actions identified for delivery in 2019-2020										



Key Actions	Outcomes	Deliverables 2019-2020	Responsibility	Lead Contact	Comments	Status	Progress	Comments	Status	Progress
LISTENING,LEADING AND FINANCIAL MANAGEMENT										
Goal 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes										
Strategy 1: The Mayor and Councillors represent the Ipswich community and provide strong visionary leadership										
No key actions identified for delivery in 2019-2020										
Strategy 2: Provide comprehensive and meaningful community engagement to inform Council decision making										
No key actions identified for delivery in 2019-2020										
Strategy 3: Implement initiatives that strengthen governance skills and knowledge.										
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.	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	Angela Harms	Transformational Project 13 (Return to Elected Representation) is progressing as per schedule to ensure new elected councillors will receive a comprehensive induction program in March 2020. Training and communications will also be provided to staff to ensure they are aware of the Councillors responsibilities in interacting with staff.	On Target		Community and Candidate briefing sessions were commenced during the quarter. Potential candidates for the local government elections were advised of the role of a councillors and the Councillor Integrity Policy package (the policies and procedures they must adhere to in performing their elected responsibilities). A comprehensive induction program and professional development program has continued to be developed for elected representatives throughout the quarter.	On Target	
		Develop a HR Strategy and business plan that aligns with organisational strategies and goals.	Corporate Services	Ross Muller	A People and Culture Branch Strategic Plan has been developed detailing goals, actions, accountabilities and timeframes. The Strategic Plan has been reviewed by the Executive Leadership Team and Interim Management Committee and referred to Transformational Project 2 Steering Committee for ratification.	On Target		A People and Culture Framework, along with a People and Culture Strategic Plan, have been developed as part of Business Transformation Project #2. Both the Framework and Strategic Plan have been endorsed by the CEO and Interim Management Committee. The People and Culture Branch are now in the process of restructuring to support the delivery of the Strategic Plan. The new structure takes effect on 20 January 2020.	Complete	
		Implement employee awareness sessions through the Line of Sight program.	Corporate Services	Melissa Davidson	ELT have decided to dissolve the Line of Sight Program and the associated Program Leadership Team. Accordingly, no further "I'm Aware" sessions will be facilitated. It is acknowledged that there is still significant improvement required in the culture of the organisation. The future plan is to embed activities that support our desired culture into all that we do, rather than have a separate project tasked with improving culture.	Complete			Complete	
Strategy 4: Maintain a financially sustainable and resilient approach to budgeting										
No key actions identified for delivery in 2019-2020										
Strategy 5: Good neighbourly relations are maintained through effective dispute resolution, community education and compliance.										
No key actions identified for delivery in 2019-2020										
Strategy 6: Maintain a consistent and efficient approach to laws and compliance activities across the city.										
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	Barbara Dart	Local Law review carried out through Tranformation Program. Amended local laws to commence 1 November 2019	On Target		The Local Law Review was completed as part of council's Business Transformation Program. Revised local laws commenced on 1 November 2019. Information about the review can be seen on Shape Your Ipswich as a closed project. Council's local laws can be found on the Ipswich City Council website.	Complete	