

iFUTURE ■ CORPORATE PLAN



Acknowledgement of Country



Ipswich City Council respectfully acknowledges the Traditional Owners as custodians of the land and waters we share. We pay our respects to their elders past, present and emerging, as the keepers of the traditions, customs, cultures and stories of proud peoples.

The Ipswich City Council – Indigenous Accord Symbol Story

This symbol represents both Indigenous and Non-Indigenous People coming together, living and working towards a brighter future for the City of Ipswich and the greater Ipswich region. Starting from the inner circle, these dots represent the Traditional Owners of the Land, the blue circle with fish represents the river and abundance. Moving outwards the landscape is represented including the rolling hills which surround the city. The triangular motifs represent a brighter future for Ipswich. The seated people around the outside represent members of the Ipswich City Council and members representing the Accord working together. **Riki Salam, We are 27 Creative.**

Check out the Indigenous Accord at ipswich.qld.gov.au

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Welcome to iFuture



Welcome to iFuture, Ipswich City Council's (council) Corporate Plan for 2021–2026.

iFuture represents:

Your Vision: the community's vision for 2041

Our Journey: that everyone has a role in getting there

Council's Plan: for the next 5 years.

iFuture, which includes a 20 year community vision, has been divided into four themes:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.

Each theme includes a 20 year vision statement and our outcomes to achieve over the next five years, identified catalyst projects and key service areas that contribute to the achievement of the outcomes, and a section for how the community can contribute toward our journey.

Together we can achieve the plan.

We have also shown how we will measure our progress, and we will report back to the community in our Annual Report.

COMMITMENT TO HUMAN RIGHTS

Council is committed to protecting and promoting human rights in all the work we do – from the decisions we make to the services we provide. This commitment is stated in council's Human Rights Policy and reflects council's obligations under the *Human Rights Act 2019 (Qld)* (the HRA).

The HRA protects human rights, including property rights, cultural rights and freedom of expression. All people are afforded the same human rights regardless of background, where we live, what we look like, what we think, or what we believe.

By delivering on the outcomes of iFuture, a positive contribution is made toward the protection and promotion of a number of these rights including:

- privacy and reputational rights
- cultural rights
- peaceful assembly and freedom of association
- freedom of thought, conscience, religion and belief
- taking part in public life
- the right to freedom of expression
- the right to freedom of movement
- right to education
- right to health services.

For more information on human rights go to ipswich.qld.gov.au, and the [Queensland Human Rights Commission website](#).





Mayor's Message



It is an honour to present iFuture: Your Vision, Our Journey, Council's Plan; a 20-year community vision for the City of Ipswich and Ipswich City Council's Corporate Plan (2021–2026).

iFuture was developed in consultation with residents in our community and key stakeholders from across the Ipswich region and reflects their perspectives and aspirations for our city's future. It represents a shared vision and commitment between everyone who lives, works, and plays in our great city. As our Corporate Plan, it also sets out the outcomes we seek to achieve by 2026 and affirms council's commitment to delivering strategic and operational activities that contribute to achieving the community's long-term vision for Ipswich.

While we have been faced with unprecedented times as a result of the COVID-19 pandemic, our communities have voiced their views on what we need as a city both now and for future generations of Ipswich families. iFuture signifies a new era for local governance in Ipswich and highlights the significant opportunities for our community and businesses that lie ahead for Queensland's fastest-growing city. Looking towards 2041, the themes that will guide our roadmap for the future are:

- Vibrant and Growing
- Safe, Inclusive and Creative
- Natural and Sustainable
- A Trusted and Leading Organisation.

In spite of the recent challenges, our city has much to look forward to and council will continue to advocate for major investments in infrastructure and services to ensure our city is able to keep up with the pace of our unprecedented population growth.

As well as seeking to improve our own service delivery, customer experience, and redeveloping our CBD, we'll also be advocating for priority projects including the Ipswich to Springfield Central public transport network, Ipswich Central second river crossing (Norman Street Bridge), Cunningham Highway and Mount Crosby Highway Interchange upgrades, the North Ipswich Reserve Stadium (and the potential for NRL and A-League football franchises) and a major transformation in waste and resource recovery industries. We must ensure that the City of Ipswich is a liveable, inclusive, sustainable and vibrant city, as we experience significant growth and investment, new housing and a population boom, which will see our current population more than double to 558,000 by 2041.

Council is committed to making a positive difference for our growing community and we look forward to delivering on the iFuture Corporate Plan and community vision.

Ipswich is a city of opportunity for all. Join us.

Mayor Teresa Harding



Acting CEO's Message



The development of a vision for the city and a new corporate plan provides a true north for Ipswich City Council staff to ensure council is planning and responding appropriately for the growth, challenges and opportunities that will come over the next two decades.

The plan provides clear guidance on where we are now, where we want to be in five years time, how we are going to get there and how we will measure our progress.

The plan will allow us to design our operations annually while we continue our journey to be leading practice in local government.

Community involvement in the development of our strategic direction has been fantastic and we welcomed the feedback in the final stage of public consultation.

The content of iFuture is based on what the community told council matters to them, and what they want the future of Ipswich to look and feel like.

Council engaged with councillors, community and employees through a variety of methods including telephone conversations, various digital tools, futures visioning workshops (online and face-to-face), reference group meetings, school surveys and a creative arts competition.

This new direction for council comes after a tumultuous few years and a tough 2020 in which we stood together and kept a global pandemic largely at bay here in Ipswich. Ipswich's front-line medical teams, council and the community combined and did an outstanding job.

But there is no doubt people across the community, small businesses, mums and dads, and indeed your council, struggled as COVID-19 was felt on every doorstep.

Council delivered a number of financial measures for the community to assist and that continues into 2021. We know this pandemic is not going away anytime soon, even with vaccines being rolled out, and we must continue to plan strongly for our future.

Hence iFuture. This community vision and council corporate plan is more important than ever. If we have plans in place now for the next two decades, then we are already ahead of the curve and will be well prepared for the next challenge that comes our way.

I am confident that working together as a team across our diverse workplaces and performing at our best to serve our community, the city of Ipswich will shine for all the right reasons.

Sonia Cooper

About our city

Ipswich, traditionally known as Tulumur in the universal Indigenous language, is rich in cultural history, and this year celebrated its 161st anniversary since being declared a municipality in 1860.

It is now the fastest-growing city in Queensland and one of the top 10 nationwide. Today, the population of Ipswich has grown to over 231,000 and will more than double in the next two decades.

It is culturally diverse, with our residents originating from 163 countries and speaking a collective 152 languages.

Spanning an area of 1,090 km², Ipswich enjoys a prime location in South East Queensland, located perfectly between the Gold Coast to the south, Toowoomba to the west, Brisbane to the east, and the Sunshine Coast to the north.

It is a mixture of old and new, with a young population – median age just 32 – and many young families making up close to half of our near 80,000 households.

There is a strong focus on education across Ipswich, from prep to high school, from TAFE to university. The city has two of the oldest and most prestigious secondary schools, two university campuses and, a tradition of job focused vocational education, which positions us well for a bright future.

Our varied industries of defence, manufacturing, transport, logistics, construction, education, health care, tourism, hospitality, and the retail sector provide an array of employment opportunities.

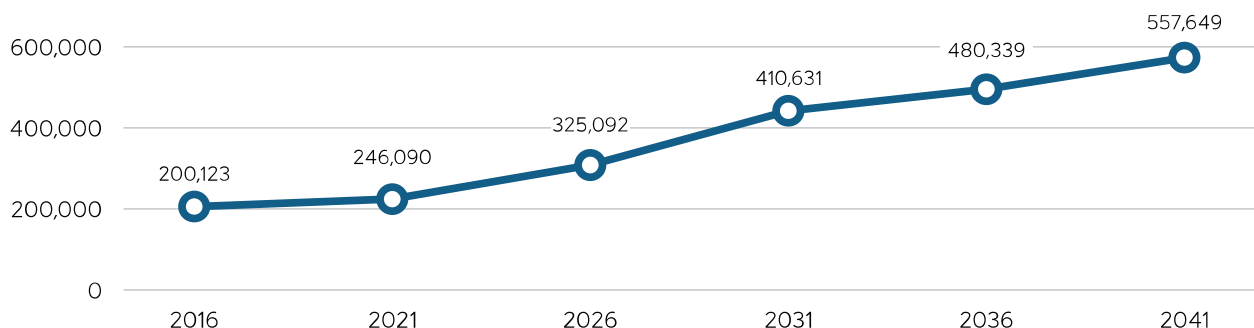
In recent decades the city has gained a strong reputation for preserving built and natural heritage and historical spaces, with 7,500 heritage-protected places and about 600 parks and reserves across the region.

And Ipswich is not standing still: there are growth areas right across the region, from Springfield, Ripley, Redbank Plains, Deebing Heights to Yamanto. More and more people are moving to the west to enjoy one of the most liveable cities in the state and a lifestyle which encourages a live, work and play environment.

The Ipswich CBD is also thriving with the opening of the \$250 million Nicholas Street Precinct and a nod to our past with the new civic space, Tulumur Place, new libraries and an Ipswich City Council administration headquarters which will bring a beating heart back to the city centre.

Ipswich has the history, but also an exciting future. Join us on that journey.

POPULATION PROJECTIONS FOR 2041*



*Queensland Government population projections, 2018 edition: Local government areas snapshot

IPSWICH IN NUMBERS

POPULATION AND GROWTH



232,930
current population



32 years
median age



152
languages spoken
by residents



163
countries originated

OPEN SPACE



1,090 km²
land area



400+
parks and
219
nature reserves
maintained



7,500
heritage
protected places



8,500 ha
open space

INFRASTRUCTURE



\$232 million
capital works allocated
for 2020–2021



276
sport and
recreation facilities



1,284 km
council maintained
footpaths and bikeways



1,929 km
council maintained
roads

COUNCIL SUPPORT



1,402
council staff



14,030
average call centre
calls per month



1,209
average customer emails
actioned per month



5,441
average service requests
raised per month

ECONOMY



77,728
local jobs



\$10.56 billion
gross regional
product



10,260
registered businesses



\$603.4 million
total 2020/21
budget

Our elected representatives

Council's strategic leadership is provided by an elected mayor and eight councillors who serve to deliver transparent, accountable and effective local governance to the city. For further information on council's Mayor and Councillor's go to ipswich.qld.gov.au

MAYOR

Mayor Teresa Harding

Mayor Harding was officially sworn in as Ipswich's 51st Mayor, at a special declaration of office ceremony at her Raceview home in March 2020. Mayor Harding has professional experience as a former executive in the Department of Defence (leading the maintenance of the RAAF F111 jets), a senior officer in the Queensland Government, and a small business owner. Mayor Harding is a lifelong volunteer. She is an active Rotarian with the Ipswich City Club, and was the President of the Coordinating Organisation for the Disabled in Ipswich, a former board member of the Ipswich Chamber of Commerce and Industry, former board member of Focal Community Services and has been on the Parents and Citizens Association Committee of her children's schools. She is a former member of the Army, a graduate of the Australian Command and Staff College and holds a Master of Management. In her most recent role Mayor Harding led the Queensland Government's open data approach making previously unpublished data and information publicly available.



COUNCILLORS

DIVISION 1

Cr Sheila Ireland

Councillor Ireland is a proud fifth generation Ipswichian and part of the local Walker family who opened a coal mine in Ipswich in 1874. Educated at St Mary's College; before coming to council she owned retail businesses in Ipswich City Square for 16 years. Cr Ireland has been on the boards of Apprenticeship Queensland and St Andrew's Hospital, and chaired several committees during four previous terms on council between 2004-2018, most notably Health, Security and Regulatory Services.



Cr Jacob Madsen

Councillor Madsen has lived his entire life in Ipswich, moving between the suburbs of North Ipswich, Wulkuraka, Walloon, Silkstone and now Ripley. One of the younger councillors, Cr Madsen's path to political life has been somewhat different, more recently being a stay-at-home dad with his five-year-old son while finishing his degree. Cr Madsen graduated from university with a Bachelor of Commerce and Arts, having majored in political science and accounting. Cr Madsen is Chair, Governance and Transparency Committee; and Deputy Chair, Economic and Industry Development Committee.



DIVISION 2

Cr Nicole Jonic

Councillor Jonic has lived in Goodna since 2011 and together with her husband is raising their two children. Cr Jonic is an accountant, tax agent and partner at a local firm. She is a member of the Institute of Public Accountants, a fellow of the Tax Institute of Australia, former Queensland operations manager of a Queensland wide accounting firm and is undertaking her MBA at the Deakin Business School.

Cr Jonic is Chair, Economic and Industry Development Committee; and Deputy Chair, Ipswich Central Redevelopment Committee.



Cr Paul Tully

Councillor Tully was Queensland's longest serving councillor, from 1979–2018 and has come back with renewed energy. Cr Tully has a law degree from the University of Queensland, a keen interest in keeping bees and operates as a pro bono Australian Migration Agent.

He is currently the Local Government Association of Queensland Policy Executive representative for South East District No. 2 (Western Region).

Cr Tully is Deputy Chair, Growth, Infrastructure and Waste Committee.



DIVISION 3

Cr Marnie Doyle, Deputy Mayor

Councillor Doyle was born and raised in Ipswich and now resides in Sadliers Crossing. She is a St Mary's old girl and holds a Bachelor of Laws and Master of Laws. Cr Doyle brings a wealth of corporate experience to council having worked for almost 25 years as a banking and finance lawyer. Cr Doyle has undertaken extensive work on projects including open data, privacy and digital transformation – important issues in Australia with a direct impact on local government.

Cr Doyle is Chair, Ipswich Central Redevelopment Committee.



Cr Andrew Fechner

Councillor Fechner is an Ipswich local with a long history with council. While a student at St Edmund's College he was also a member of the Ipswich Youth Advisory Council. Cr Fechner has spent the past five years building two successful hospitality businesses in Ipswich Central, providing jobs and supporting the local community.

Cr Fechner aims to be a strong voice for young people in the city.

Cr Fechner is Chair, Community, Culture, Arts and Sport Committee; and Deputy Chair, Environment and Sustainability Committee.



DIVISION 4

Cr Kate Kunzelmann

Councillor Kunzelmann is a former nurse, nurse manager and education manager and has lived in Ipswich since 1981, currently residing in Wulkuraka. She is a graduate of the Australian Institute of Company Directors and holds board experience. Cr Kunzelmann has also been a Civil Celebrant, Civil Partnership Notary, is a Justice of the Peace (Qualified) and a long-term member of Zonta and other community groups.

Cr Kunzelmann is Deputy Chair, Community, Culture, Arts and Sport Committee.



Cr Russell Milligan

Councillor Milligan comes from an extended family of local government elected representatives. Raised on his multigenerational family grazing property, he has a background in matters affecting rural residents.

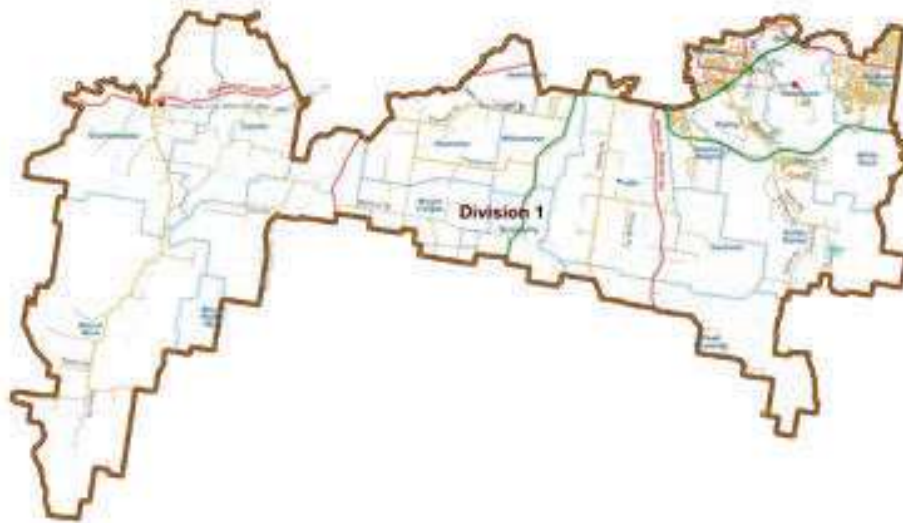
Cr Milligan was a Military Police Platoon Commander and immediately prior to being elected was a contractor telecommunications technician performing the network build for the NBN rollout. His community involvement includes SES, Rural Fire Brigade, RSL Sub-Branch, Freemasonry and community fundraising.

Cr Milligan is Chair, Environment and Sustainability Committee; and Deputy Chair, Governance and Transparency Committee.



MAP OF DIVISION 1 AREA

Division 1 includes Blackstone, Calvert, Deebing Heights, Ebenezer, Flinders View, Goolman, Grandchester, Jeebropilly, Lower Mount Walker, Mount Forbes, Mount Mort, Mount Walker West, Mutdapilly, Peak Crossing, Purga, Raceview, Redbank Plains, Ripley, South Ripley, Swanbank, White Rock, and Willowbank.



611km²
Population: 58,422

MAP OF DIVISION 2 AREA

Division 2 includes Augustine Heights, Bellbird Park, Brookwater, Camira, Carole Park, Gailes, Goodna (part), Redbank (part), Springfield, Springfield Central, Springfield Lakes and Spring Mountain.



74km²
Population: 65,503

MAP OF DIVISION 3 AREA

Division 3 includes Basin Pocket, Booval, Bundamba, Coalfalls, Collingwood Park, Dinmore, East Ipswich, Eastern Heights, Ebbw Vale, Goodna (west of Stuart Street), Ipswich, Leichhardt, New Chum, Newtown, North Booval, One Mile, Redbank (excluding houses situated east of Kruger Parade), Riverview, Sadliers Crossing, Silkstone, West Ipswich, Woodend, and Wulkuraka (south of the railway line).



68km²
Population: 59,590

MAP OF DIVISION 4 AREA

Division 4 is oriented in a west-east direction and includes Amberley, Ashwell, Barellan Point, Blacksoil, Brassall, Churchill, Chuwar, Haigslea, Ironbark, Karalee, Karrabin, Lanefield, Marburg, Moores Pocket, Mount Marrow, Muirlea, North Ipswich, North Tivoli, Pine Mountain, Rosewood, Tallegalla, Thagoona, The Bluff, Tivoli, Walloon, Woolshed, Wulkuraka (north of the railway line), and Yamanto.



342km²
Population: 49,415

Our organisation

Council's organisational structure is supported by the CEO and five General Managers overseeing five departments.



Ipswich City Council currently employs more than 1,200 people and promotes a workplace culture built on our values of communication, collaboration, integrity, efficiency and leadership. Council teams operate across a range of industries delivering a wide range of services to the community, with one common purpose:

Our Purpose



Our Values.



Collaboration

We work together towards a common purpose and understand every employee plays a role in our success.



Communication

We communicate openly and ensure diverse voices are being heard and valued.



Integrity

We have a professional and respectful workplace and are motivated by public rather than private interests. We inspire others to act ethically.



Efficiency

We provide enhanced service to the people of Ipswich and we aim to get it right, first time.



Leadership

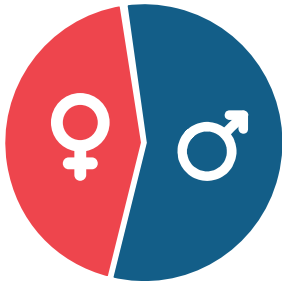
We engage the heads, hearts and hands of our people to achieve our purpose. Recognition is part of our every day.

**TOTAL
STAFF**
AS AT
APRIL 2021
1,402

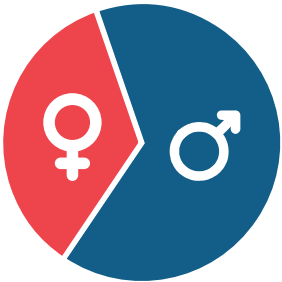


STAFF GENDER COMPARISON

Female **44.08%** Male **55.92%**



Women in Senior Leadership
39.64%



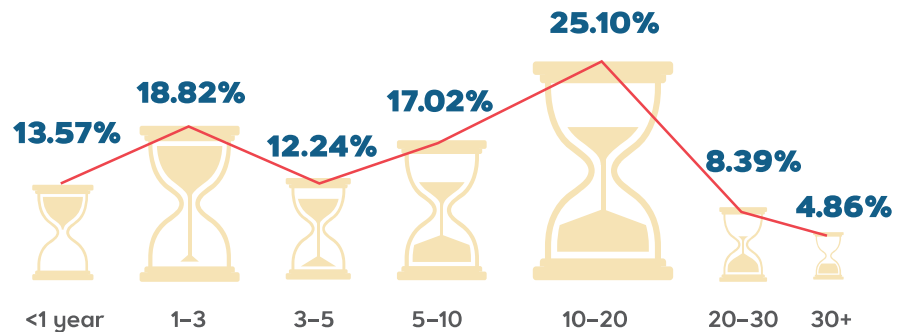
7.84%
employee-initiated
separation rate
2020–2021 (incl.
age retirements)

STAFF AGE PROFILES

15–24 **5.02%**
25–34 **17.73%**
35–44 **26.51%**
45–54 **28.31%**
55–64 **20.08%**
65+ **2.35%**



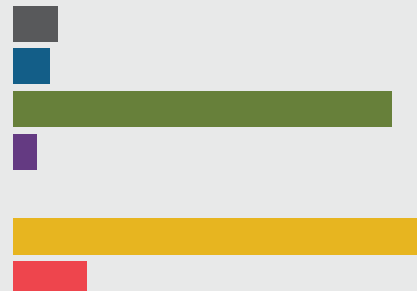
YEARS OF SERVICE



EMPLOYEE TYPES

Casual **8.78%**
Fixed Term **8.94%**
Permanent **81.18%**
Other **1.10%**

Full-time **89.60%**
Part-time **10.40%**



Community involvement

The community vision, themes, and outcomes have been developed through direct engagement with the community.

2,017 community members, including 478 council employees, were directly involved in the development of the plan. Approximately 18,000 people were informed of the project between June 2020 and March 2021.

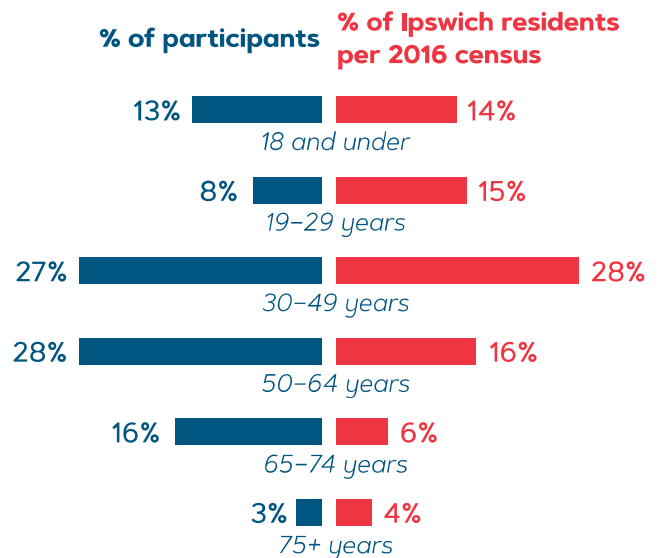
The community and council employees participated in a range of ways including:

- digital and paper-based surveys
- Shape Your Ipswich website
- direct telephone calls
- community meetings with the Mayor and Councillors, council's Community Reference Groups (CRG), Ipswich Youth Advisory Council (IYAC), Murri Interagency
- employee workshops
- creative arts competition.

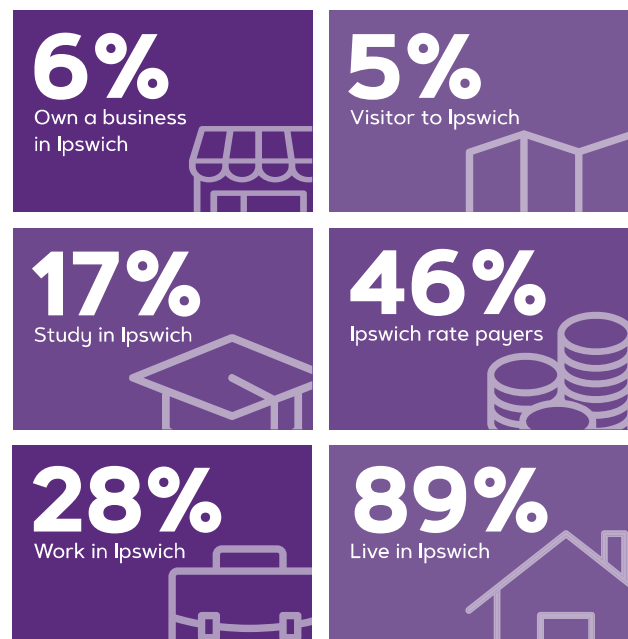
The age, cultural background, connection to Ipswich, and gender of the community members engaged are shown below. Where possible, comparisons have been made to the Ipswich Local Government Areas (LGA) population profile. The full Community Engagement Report is available at [Shapeyouripswich.com](https://shapeyouripswich.com)



AGE GROUP

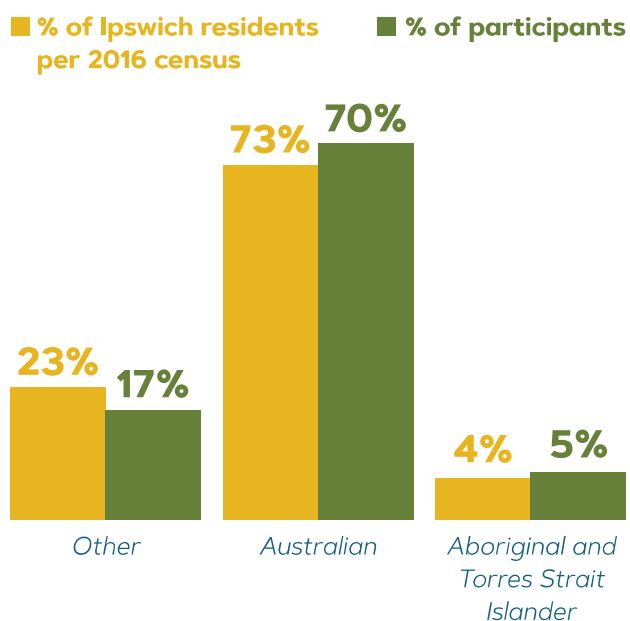


CONNECTION TO IPSWICH

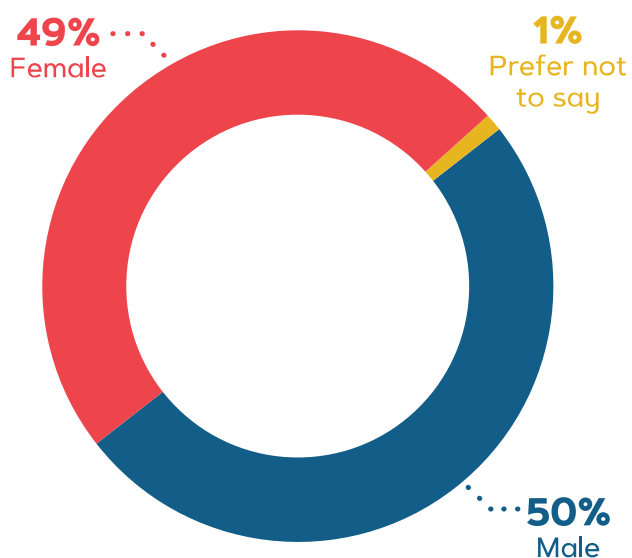




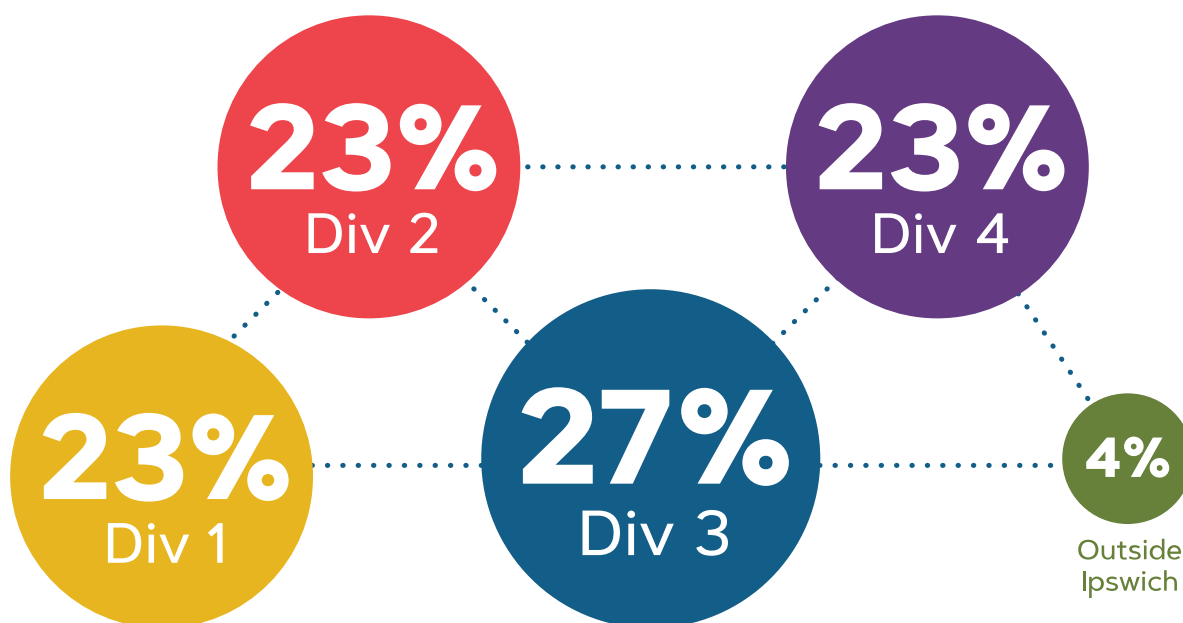
CULTURAL BACKGROUND



GENDER



% OF PARTICIPANTS BY LOCATION



About iFuture

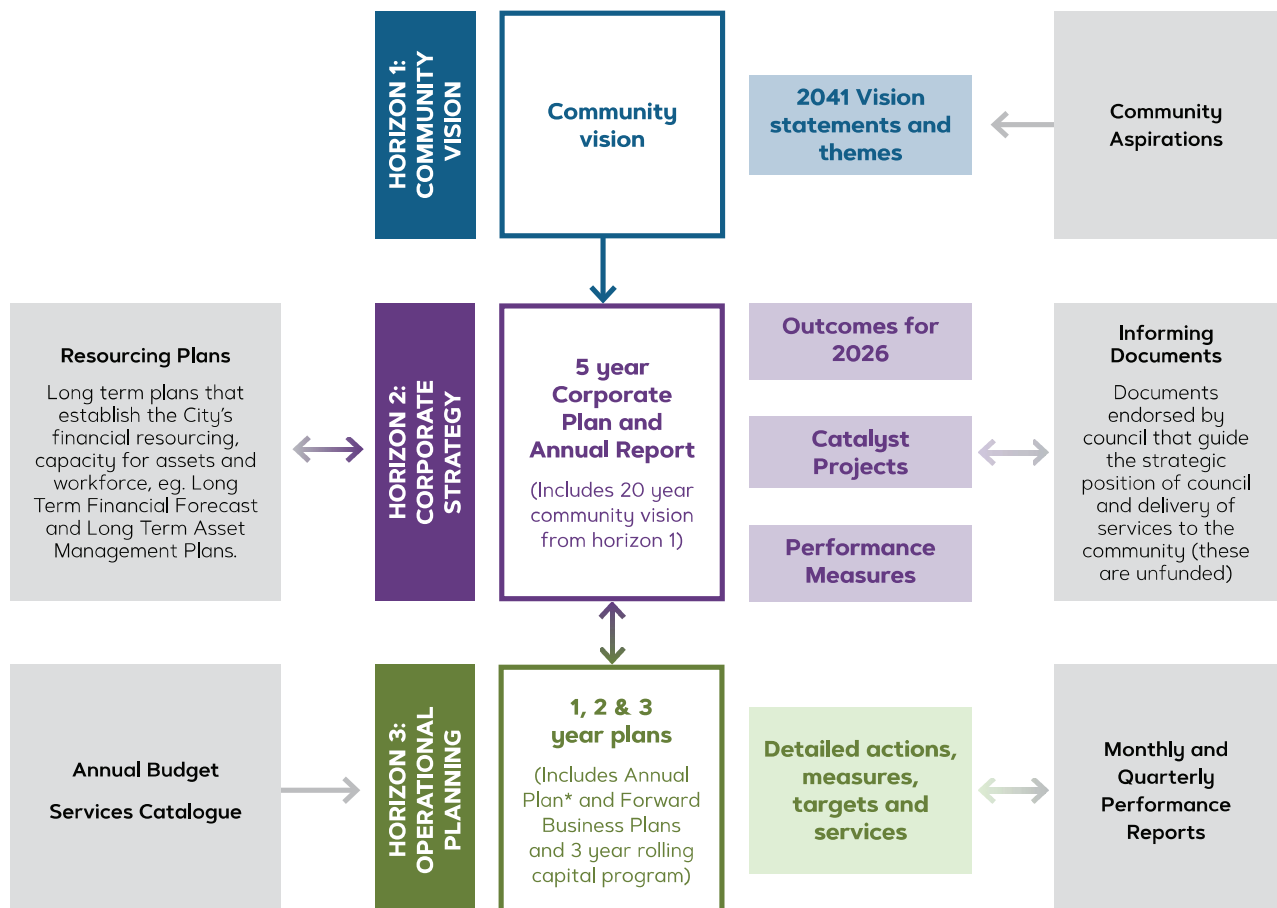
Councils in Queensland are required to engage with their communities, and adopt a 5-year corporate plan which outlines:

- the strategic direction of the council
- how the council will measure its progress towards achieving its vision.

iFuture is council's Corporate Plan and key strategic document that guides our annual operations.

How council intends to work toward the vision and outcomes in iFuture will be set out in council's Annual Plan each financial year. Progress of the Annual Plan will then be reported quarterly and in the yearly Annual Report.

The below image shows council's Integrated Planning and Reporting Framework:



*Annual Plan is funded.

iFUTURE: YOUR VISION, OUR JOURNEY AND COUNCIL'S PLAN 2021–2026

iFuture sets the long-term vision and goals for our city, and outlines priorities for the next five years, helping council decide on annual operations and budgets.

Each of the four themes in iFuture identify a 2041 vision statement, as well as catalyst projects that will help drive our desired outcomes over the next five years (2026).

These will be prioritised each year through the development of our Annual Plan (operational plan, capital program and budget), to allow council to align the projects and services we deliver to our strategic direction and community's needs.

COUNCIL'S ROLE

Council provides a wide variety of services to support the social, economic, environmental and cultural wellbeing of our community. Council's role in providing these services will be varied and influenced by needs, demand, costs, legislation and community expectation. Other stakeholders, including State and Federal Government agencies, businesses and community groups also have a responsibility to contribute towards achieving the outcomes of iFuture.

THE COMMUNITY'S ROLE

All members of the community can play a significant role in supporting and achieving the vision for Ipswich, with many opportunities for community members to contribute to achieving great outcomes for our community and city. Key ways that our community can support this are identified under each theme throughout this plan. Council encourages all members of the community to consider how they can have an impact and help influence the vision of becoming a city of opportunity for all!

ANNUAL PLANNING

iFuture informs our annual planning process and budget, and sets the parameters to measure our performance (reported through our Annual Report and quarterly Annual Plan reporting). Each year we review our performance, strategic and operational risks, key financial policies, services and assets. This enables us to identify our specific priorities for the following year, and make decisions about our annual planning and budget.

HOW WE WILL MONITOR AND REPORT OUR PERFORMANCE

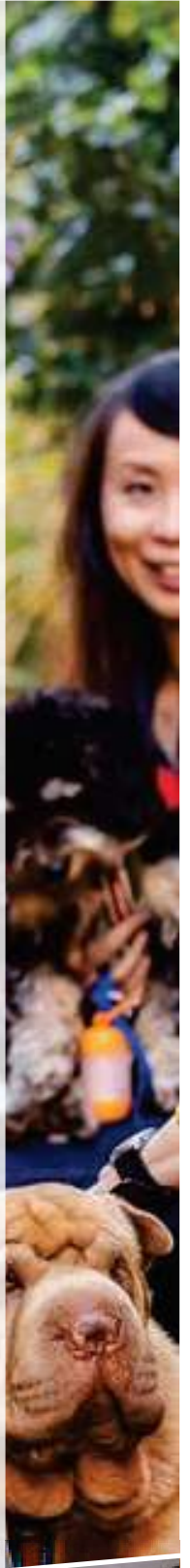
Council will monitor performance against implementation of iFuture through quarterly reporting against our Annual Plan, as well as reporting against iFuture performance in our Annual Report. These regular reviews will help to ensure iFuture retains its currency and relevance, and is achieving progress towards the desired outcomes for the city in 2026. Through the core measures that have been set against each theme we will be able to track trends on our performance each year.



IPSWICH

a city of opportunity for all

JOIN US





Ipswich is a city of opportunity. We are a city that embraces and supports people from all backgrounds and cultures because our diversity makes us stronger.

We are a city where everyone has an opportunity to be safe, connected and supported by our vibrant community and where our economy is innovative and sustainable.

We are a community that unites in both times of need and to celebrate success. And we have much to celebrate.

Ipswich is a blend of old and new, that embraces the opportunity to create unique hubs that are alive and vibrant.

We are a city of centres, connected by a safe, reliable and sustainable transport system and a network of green spaces that connect us to the land where we can enjoy sport, creative pursuits, active recreation or relaxing time with our families and loved ones.

Our history is rich, from our First Nations to our European and multicultural histories and where our cultural landscapes are protected and respected.

As we grow, we are focused on keeping the Ipswich spirit alive, and making sure all people can benefit from a well-planned city.

We are proud to call Ipswich home.

Join us.



2041

Theme 1
**Vibrant
and Growing**





IN 2041

Ipswich has been Queensland's fastest-growing city with South-East Queensland's youngest population. We were well prepared for the growth while balancing positive social and environmental outcomes for our city.

We are a city of centres, with activated places and spaces where we can enjoy creative pursuits and active recreation or relaxing time with our families or loved ones. We are connected by a safe, reliable and sustainable transport system. Our city has dedicated places for dining, and night-time entertainment. Our economy is thriving with businesses ranging from the bespoke and entrepreneurial to the international and established. We drive opportunities for prosperity and support businesses to meet consumer needs and deliver reliable and skilled jobs.



VIBRANT AND GROWING

OUR OUTCOMES FOR 2026

1. Our city's design and development promote quality place making and liveability. Positive environmental, sustainable, inclusive, and cultural outcomes are sought. Our city is also well connected with active and public transport options.
2. Our city is active and healthy with a variety of activities, facilities and services on offer for all to take part.
3. Our strategic planning enables us to prepare and respond to the city's rapid growth and expansion of infrastructure networks, and will be underpinned by an evidence based approach to determine community needs in meeting our growth.
4. Businesses and industry are supported with excellent customer service to start up, operate, grow and increase their resilience.
5. Ipswich is known as a sought after location for business, industry and visitors.
6. There is increased employment, and a variety of educational opportunities across the city, especially for young people.
7. Ipswich continues to be an affordable city to live in.
8. Our city centres are alive with dining and entertainment for people to engage in that's open seven days a week and late at night.



OUR EXISTING STRATEGIES

- City of Ipswich Transport Plan (iGO) and related action plans
- Destination Management Plan 2019–2023
- Ipswich Planning Scheme 2006
- Defence Ipswich Action Plan 2018–2023
- Sport and Recreation Strategy 2015–2020
- Open Space and Recreation Strategy 2014

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Employment numbers by industry (defence, health, construction, advanced manufacturing and education jobs)
- Population Growth
- Development Activity

HOW THE COMMUNITY CAN CONTRIBUTE

- Support Ipswich businesses by buying locally, dining and attending local entertainment events and activities.
- Choose active or public transport over private vehicle usage where possible.
- Where possible work from home or in a local hub to reduce your impact on the transport network.
- Choose sustainable building designs that suit the local character of your neighbourhood.
- Get to know the range of facilities and services available in your local neighbourhood including what sports and recreation are being offered.
- Plan a staycation to discover the hidden treasures and great adventures available in the Ipswich area.
- Invite your friends and family from outside of Ipswich to come and experience all that Ipswich has to offer.
- Businesses can invest locally, create local supply chains and employ local residents.

OUR CATALYST PROJECTS FOR 2021–2026

Nicholas Street Precinct retail and council Administration Building development and opening.

Ipswich Central Revitalisation Project for significant investment attraction, business, job and activation growth.

Ripley Valley Growth Strategy for council to have a coordinated and multipronged approach to managing the growth and support for Ripley Valley and its community.

Active Ipswich Strategy and implementation plan to increase access and opportunity for participation in sport, recreation, physical activity and nature based recreation.

Small Business Friendly Council implementation.

New Planning Scheme and **Local Government Infrastructure Plan**.

Partner with the Brisbane Lions for the construction of the Brisbane Lions Centre and Training Facility at Springfield.

An **urban design framework** to guide our place making and liveability outcomes and that complements our new planning scheme, strategies, policies and plans.

Major road upgrades for Redbank Plains and Springfield in response to growth.

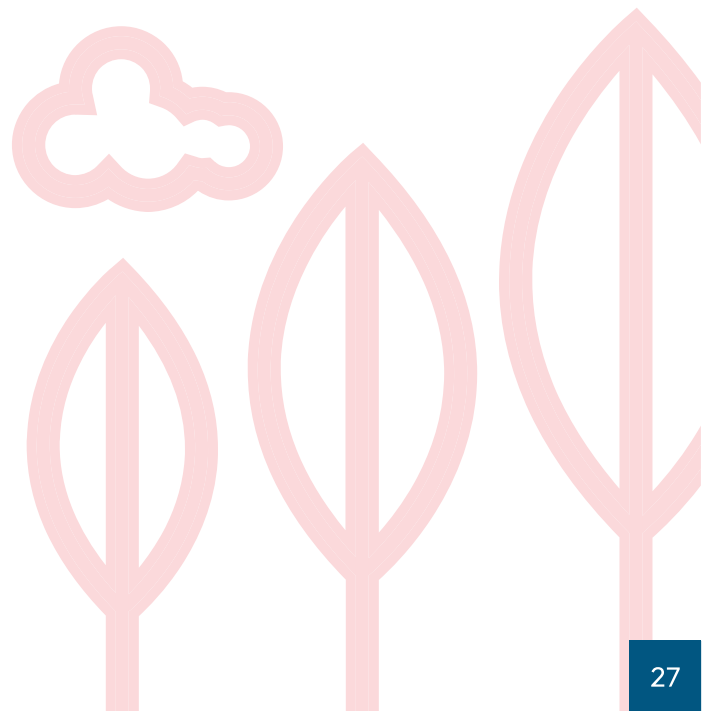
2032 Olympic and Paralympic Games advocacy.

Advocacy to State and/or Federal Government for the following city shaping initiatives:

- Ipswich to Springfield Central Public Transport Corridor options analysis and business case
- Cunningham Highway (Yamanto to Ebenezer Creek upgrades)
- Ipswich Central Second River Crossing detailed business case
- North Ipswich Sport and Entertainment Precinct detailed business case
- Waste and recycling reform and circular economy – comprehensive sector review and reform
- Ebenezer Regional Industrial Area – investment in catalytic infrastructure, inland rail and an intermodal terminal for Ipswich.
- Roads of Strategic Importance – Investment in shovel ready projects that improve road efficiency, capacity and safety (for example the Mount Crosby Interchange).
- A plan for better social services, regional job creation and skills and industry development to support our growing city.

KEY SERVICE AREAS

- Planning and Development
- Infrastructure Strategy & Planning
- Construction City Assets
- Tourism
- Recreation and Sport
- Economic Development
- Local Business and Industry Development
- Arts and Cultural Services
- Events and Marketing



2041

Theme 2

**Safe, Inclusive
and Creative**



IN 2041

We welcome, support, celebrate and include people from all backgrounds, cultures and abilities. We know that wherever we live, work or play we feel like we belong and we feel safe. It is easy to access the social and health services from a coordinated network that focuses on prevention and intervention where and when it's needed. Our arts and culture scene is thriving and attracting locals and visitors to be a part of it.

SAFE, INCLUSIVE AND CREATIVE OUR OUTCOMES FOR 2026

1. Our community feels safe.
2. Knowledge and learnings from our past are used to guide and be shared with future generations.
3. Our community lives together in harmony regardless of our backgrounds, cultures, abilities and religions.
4. Cultural landscapes, landmarks and practices are acknowledged, protected and respected.
5. Our historical buildings are conserved and enhanced.
6. The Ipswich brand is positive and inclusive.
7. Our community has access to the services they need particularly health and social services.
8. We are well prepared and ready to respond in times of emergencies and natural disasters and we are resilient in these times.
9. There are high levels of volunteering in the city.
10. We work alongside other agencies and groups in crime prevention and health promotion efforts for the community.
11. The community feels heard and engaged and we close the loop with our consultation.
12. We have a strong diverse arts scene for local and visiting artists that has created a strong creative economy.



OUR EXISTING STRATEGIES

- Ipswich City Council Indigenous Accord 2020–2025
- Local Disaster Management Plan and related Sub-plans
- Community Engagement Strategy
- Arts and Cultural Strategy 2018–2023
- Information and Communication Technology Strategy 2019–2024

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Population and Demographic Profile
- Shape Your Ipswich engagement

HOW THE COMMUNITY CAN CONTRIBUTE

- Participate in and support local networks, events and festivals.
- Familiarise yourself with the Ipswich City Council Disaster Management Plan and how to prepare, respond and recover from a disaster.
- Learn about and show respect for the diverse and unique culture and heritage within our city.
- Celebrate diversity and embrace opportunities created through the different needs, values and cultures within our community.
- Be part of decision-making by contributing to conversations through council's community engagement online portals and events.
- Get involved and support a local community group by volunteering your time and/or services.

OUR CATALYST PROJECTS FOR 2021–2026

Sale of the council buildings in South Street, Ipswich to West Moreton Health to allow for the expansion of health services in Ipswich.

A **Creators of Ipswich** initiative is established to progress the Arts and Culture Strategy implementation, and the outcomes of the 2020 Creators of Ipswich Summit including a framework for a creative economy in Ipswich, sources of funding for the sector, capacity building and a partnership between council and the creative sector to help guide planning and development.

Opening of the **Ipswich Children's Library** in the Nicholas Street Precinct.

Our **New Planning Scheme** will conserve and enhance the city's built heritage, as well as recognise the cultural landscape values.

Council Library Strategy and implementation plan to guide planning and development of libraries and their community services including public programming.

Strengthening Ipswich Communities Plan to understand the needs of the city to help strategically guide council's investment, programming and advocacy for community facilities and services.

Activation and integration of Tulumur Place, Ipswich Children's Library, Ipswich Central Library, Ipswich Civic Centre and Ipswich Art Gallery as a **creative and cultural heart of the city** with a strong representation and promotion of local artists.

Implementation of the Ipswich City Council **Indigenous Accord 2020–2025** to acknowledge the commitment between council and our Aboriginal and Torres Strait Islander community.

Community Development Strategy and Implementation Plan to plan and respond to community needs and growth.

We will be **inclusive in our engagement** with the community using technology where we can to increase accessibility for all including closed captions, translation services, Wi-Fi, programming for our events, and exhibitions that represents and celebrates the diversity of our history and cultures.

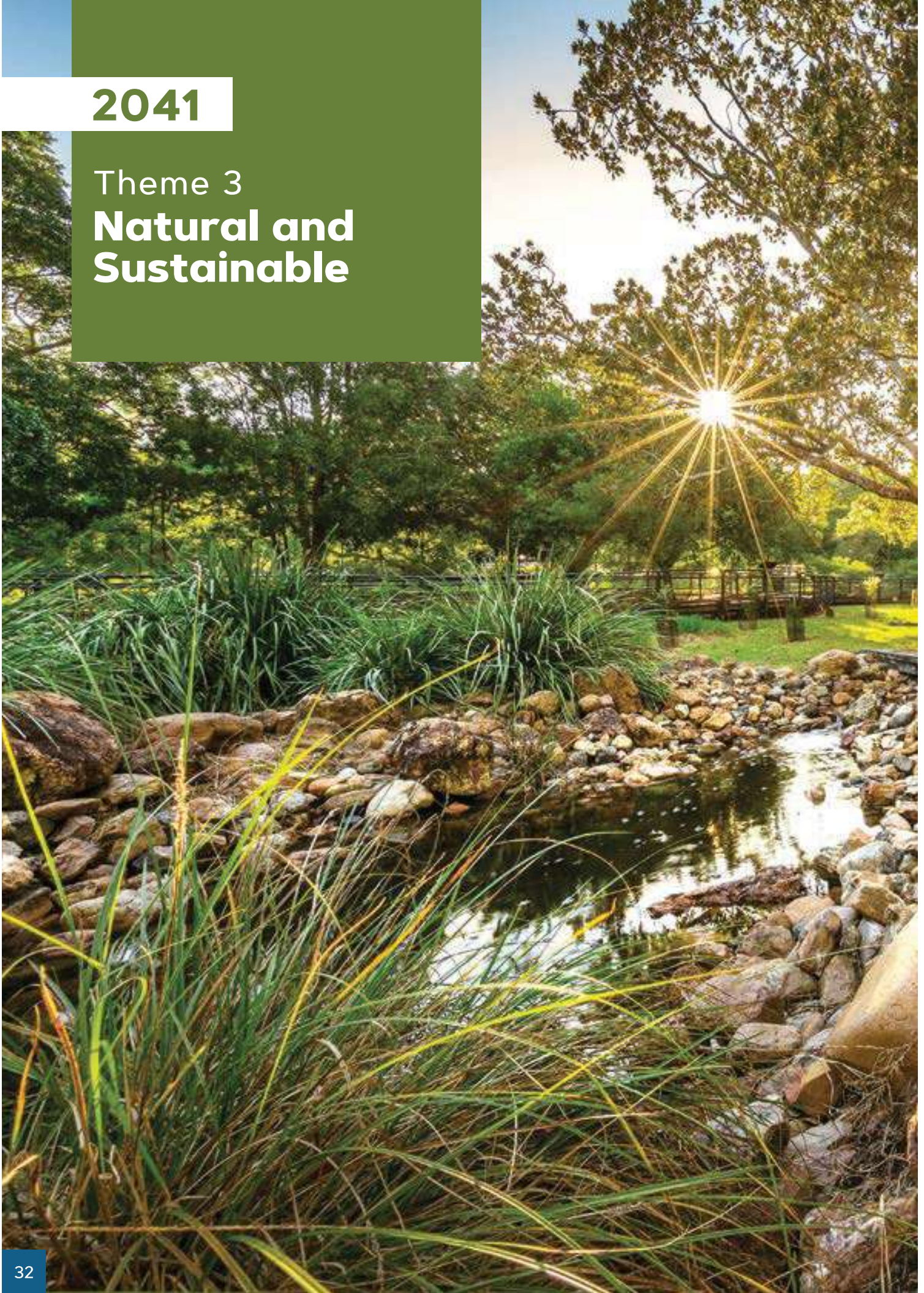
KEY SERVICE AREAS

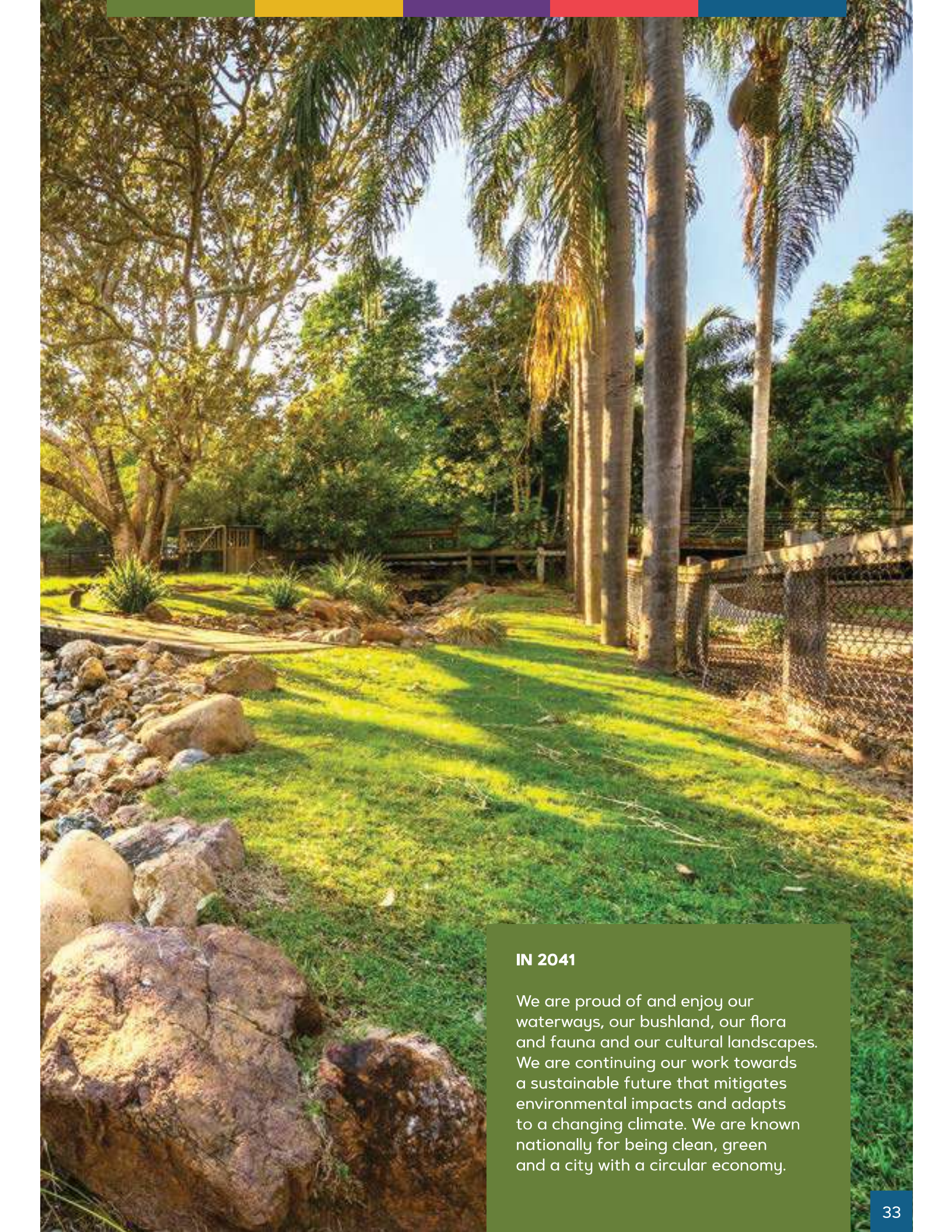
- Community Development and Research
- Community Engagement
- Library Services
- Community Safety
- Events and Marketing
- Arts Services
- Emergency Management
- Community Health and Education
- Recreation and Sport
- Planning and Development



2041

Theme 3
**Natural and
Sustainable**





IN 2041

We are proud of and enjoy our waterways, our bushland, our flora and fauna and our cultural landscapes. We are continuing our work towards a sustainable future that mitigates environmental impacts and adapts to a changing climate. We are known nationally for being clean, green and a city with a circular economy.

NATURAL AND SUSTAINABLE OUR OUTCOMES FOR 2026

1. Ipswich is celebrated as a clean, green, circular economy city.
2. Our natural environment is interconnected across the city. It is managed to balance positive conservation and nature-based recreation outcomes including wildlife habitat protection.
3. Our waterway health is improved.
4. Our natural environment is managed to support the continuation of traditional cultural practices.



OUR EXISTING STRATEGIES

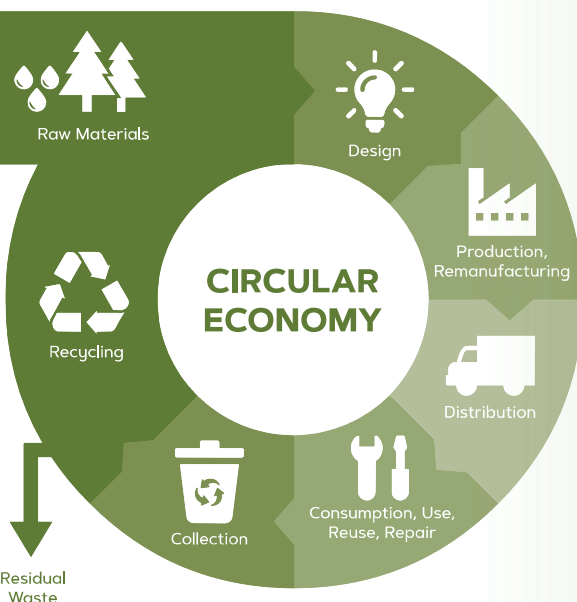
- Materials Recovery Plan 2017–2031
- Sustainability Strategy
- Waterway Health Strategy 2020
- Nature Conservation Strategy 2015–2020
- Integrated Water Strategy 2015–2031
- Ipswich Waste Services Corporate Plan 2021–2026

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Ipswich Waste Services Corporate Plan 2021–2026 Yearly Performance Outcomes
- Waterway Health Report Card

WHAT IS THE CIRCULAR ECONOMY?

The circular economy seeks to value waste as a resource by driving material recovery activities and demand for recycled content products. It is regenerative and restorative by nature; as it works to keep materials, products and components in the 'user' system for as long as possible by either recycling or transforming them through each cycle of their lives. In doing so, the highest value for all materials, products and components is maintained and waste is designed out of the system.



HOW THE COMMUNITY CAN CONTRIBUTE

- Learn more about our natural environment by exploring our natural areas across the city.
- Participate in conservation, restoration, revegetation, habitat enhancement and fire management on your private property.
- Choose more sustainable goods when making purchases and maximise the value of the resources you use by repurposing wherever possible.
- Participate in minimising waste sent to landfill by reducing food waste and donating quality goods to charities.
- Learn how to minimise contamination in your recycle bin and understand what items can be recycled through the services provided by council.

OUR CATALYST PROJECTS FOR 2021-2026

Development and implementation of a **Green Corridors Strategy** to protect vegetation and wildlife living alongside our urban environment.

We will capitalise on the strength of our existing waste industry by encouraging **new clean industry opportunities** that contribute to the local economy.

Natural Environment Policy and Strategy to provide council with a corporate position and strategic approach on how it will protect, enhance and restore the city's natural environment.

Sustainability Strategy and implementation to balance the protection of the environment and the pursuit of prosperity to ensure quality of life for the people of Ipswich from generation to generation.

We are proactive in our regulatory services and community education to **deter illegal dumping and littering**.

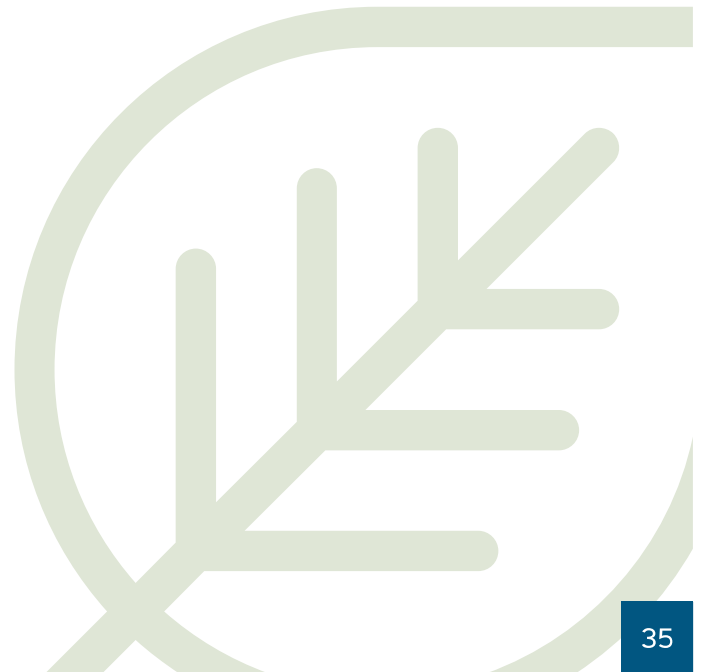
Our **New Planning Scheme** guides protection of our natural environment and encourages access to green community spaces.

Implementation of the **Waste and Circular Economy Transformation Directive program** which includes:

- establishment of a waste code of practice to guide best practice among waste producers and operators
- advocacy for legislative reform to drive industry best practice waste management services
- planning protections for residential amenity
- a review of council's Materials Recovery Plan
- advocacy for Ipswich and active participation in the development and implementation of the **Council of Mayors SEQ Waste Management Plan** and the **sub-regional alliance** (Ipswich, Logan, Redlands, Lockyer, Somerset) and other regional and sub-regional waste issues.

KEY SERVICE AREAS

- Natural Environment and Land Management
 - Resource Recovery
 - Sustainability Management
 - Planning and Development
 - City Maintenance
 - Recreation and Sport
-



2041

Theme 4
**A Trusted and
Leading
Organisation**





IN 2041

Our community trusts the elected council and staff to make decisions that are transparent, accountable and are in the best interests of the current community and for generations to come. We are leaders in customer service, good governance, financial and risk management. The community and customer are at the centre of everything council does. We have an empowered, connected, resilient workforce and a culture that supports us to perform at our best.



A TRUSTED AND LEADING ORGANISATION

OUR OUTCOMES FOR 2026

1. We are leaders in advocacy where we require support from Federal and State Governments. This includes city-shaping opportunities and needs such as major infrastructure, policy reform and services.
2. We provide outstanding customer service. We make it easier to interact with council online, through digital channels, in person and over the phone.
3. We are trusted by our community.
4. We are leaders in good governance.
5. We meet our State Government legislation, Local Law and compliance obligations and always strive to be leading practice.
6. We are transparent and evidence based in our planning, reporting and decision-making.
7. Our people, processes and technology are capable, efficient and integrated continuously improving and leading in practice.
8. We are financially sustainable.
9. Our people are valued, engaged, supported and empowered to deliver at their best.
10. Construction and maintenance of council's assets are managed to meet the community's needs and growth.
11. We support local businesses to be competitive in council procurement opportunities.
12. Our leaders at all levels of the organisation are capable, supported and are meeting expectations set out in our Leadership Charter.

OUR EXISTING STRATEGIES

- Procurement Policy and Buy Ipswich approach
- Information and Communication Technology Strategy 2019-2024
- Good Governance Policy and Guide
- Community Engagement Strategy
- People and Culture Strategy
- Enterprise Risk Management Framework
- Workplace Health, Safety and Wellbeing Framework

HOW WE WILL MEASURE OUR PROGRESS

- Community Perception Survey
- Living in Ipswich (liveability indicator)
- Buy Ipswich – % procurement to local businesses and support of local businesses
- Staff engagement survey
- Financial Sustainability Ratios
- Transparency and Integrity Hub reports and engagement

HOW THE COMMUNITY CAN CONTRIBUTE

- Select digital and paperless service options where available to increase the efficiency of service delivery (and reduce our impact on the environment).
- Provide timely and constructive feedback to help us improve the way we work.
- Be respectful when interacting with our people. We are here to help and want to achieve good outcomes for the community.

OUR CATALYST PROJECTS FOR 2021–2026

Continue to lead the way with the Transparency and Integrity Hub as the first council in Australia to launch an online portal dedicated to **transparency and integrity** for financial and non-financial data and reporting.

Provide more opportunities for our **elected representatives to interact with community members**.

People and Culture Strategy implementation to develop an empowered, connected, resilient workforce and culture that supports us to perform at our best.

Develop **new funding models** to better meet the demands of our rapid growth across the Local Government Area.

Open Data initiative to publish more information in a meaningful way that is of value to the community and council.

Customer Experience Strategy and implementation plan to make life easier for our customers by having the best possible experience when using or looking for information about our services and dealing with us.

Delivery of the **iVolve project** to implement council's technology solution for the future, to drive better value for money, more integrated service delivery and improved customer experience.

KEY SERVICE AREAS

- Elected Council
- Customer Service
- Governance
- City Maintenance
- Financial Services
- Legal Services
- Regulatory Compliance Services
- Animal Management Services
- People and Culture
- Strategic and Corporate Planning
- Procurement
- Fleet
- Information and Communication Technology
- Media and Communications
- Property and Facilities
- Workplace Health and Safety



Commercial Business Unit Corporate Plan



The *Local Government Regulation 2012* states that the Corporate Plan must include information about any commercial business unit, specifically the objectives and an outline of the nature and extent of the significant business activity the commercial business unit will conduct. Council's only commercial business unit is Ipswich Waste Services.

IPSWICH WASTE SERVICES

OBJECTIVES

Ipswich Waste Services' (IWS) primary objective is to provide sustainable resource recovery and waste management solutions to residents and businesses of the City of Ipswich.

It is the primary objective of Ipswich Waste Services to:

- reduce the city's waste disposal at landfills
- increase and expand valuable resource recovery and recycling practices
- strive for excellence in customer service
- be the benchmark for efficient and effective waste management services.

SIGNIFICANT BUSINESS ACTIVITY

Ipswich Waste Services provides essential waste and resource recovery services to the City of Ipswich through:

- facilitating household general waste, recycling and green waste collection services
- providing commercial collection services to the businesses of Ipswich
- operating the Riverview and Rosewood Recycling and Refuse Centres
- servicing public place bins for the city and supplying other public amenity collection services
- providing waste removal solutions for temporary and special event hire requirements, including skip bin hire
- delivering waste education materials and resources to the community
- providing assisted household waste collection services.



In order to demonstrate the Ipswich Waste Services team's commitment to achieving these objectives, the following targets have been set to be achieved over the next five years.

REDUCE WASTE TO LANDFILL—RECOVERY RATE TARGET AS A PERCENTAGE OF TOTAL WASTE GENERATED

This target reflects the overall diversion rate of all material diverted from landfill.

Stream	2026 Target
Municipal Solid Waste	55%

ACHIEVE EXCELLENCE IN CUSTOMER SERVICE

The business will continue to deliver against the target listed below.

Indicator	2026 Target
Customer response to survey questions indicates customer satisfaction with council's waste service	>90%

DELIVER EFFICIENT AND EFFECTIVE OPERATIONS

The business will continue to deliver against the targets listed below.

Indicator	2026 Target
New domestic refuse and recycling service commencements actioned within five working days of notification	>85%
New green waste service commencements actioned within five working days	>85%
Requests for bin replacements and repairs actioned within five working days	>85%
Number of domestic refuse and recycling bin missed service complaints or extra services requested per 1,000 bins in service	<5
Missed and extra service requests completed within one working day	>85%

Glossary

TERM	DEFINITION
Advocacy	Advocacy is support and action by individuals, organisations, groups and other community members in support of or against a particular issue or policy.
Annual Plan	The Annual Plan is a consolidated plan containing the legislatively required elements of the operational plan, budget and the annual capital works program.
Annual Report	Legislatively required to be produced annually, the Annual Report details council's progress and financial performance with the implementation of the city's vision as reflected in the Corporate Plan. The report is publicly available on council's website.
Assets	Assets are tangible and intangible holdings, possessions, capital or resources belonging to and controlled by council.
Budget	The annual budget outlines revenue and planned capital and operational expenditure approved for a financial year. The budget document is publicly available on council's website.
Capital Works Program	The capital works program is an annual program of activities of building, engineering and other works that council adopts to create, construct and install assets and other facilities. For council, the program's projects typically include construction of buildings, roads and bridges, structures, parks and playgrounds.
Circular Economy	The circular economy seeks to value waste as a resource by driving material recovery activities and demand for recycled content products. It is regenerative and restorative by nature; as it works to keep materials, products and components in the 'user' system for as long as possible by either recycling or transforming them through each cycle of their lives. In doing so, the highest value for all materials, products and components is maintained and waste is designed out of the system.
Commercial Business Unit	A Commercial Business Unit is a unit of a local government that conducts business in accordance with the key principles of commercialisation (e.g. clarity of objectives; robust governance and competitive neutrality) in order to maximise benefits to customers and the community. Ipswich Waste Services is council's sole commercial business unit.
Community	Community includes Ipswich's residents, ratepayers, businesses, investors, visitors and tourists.
Corporate Plan	The Corporate Plan is a strategic document which shapes the path to achieve the strategic direction of council. It should outline performance measures and targets for monitoring progress in achieving our vision for the future of the city.
Ipswich Planning Scheme	The Ipswich Planning Scheme is the statutory local planning instrument that provides the framework for managing development in the Ipswich local government area in an integrated, efficient, effective, transparent and ecologically sustainable way. The scheme was prepared in accordance with the requirements of the (now repealed) <i>Integrated Planning Act 1997</i> .
Local Government Act 2009	The <i>Local Government Act 2009</i> is the principal legislation which provides the legal framework for Queensland's local government sector.
Local Government Regulation 2012	The <i>Local Government Regulation 2012</i> is subordinate legislation to the <i>Local Government Act 2009</i> .
Long-Term Financial Forecast (LTFF)	The Long-Term Financial Forecast (LTFF) accompanies the budget and includes a similar estimation of revenue, expenses and capital expenditure but for a longer period of time, in this case 10 years. The LTFF should set out the economic and fiscal outlook for Ipswich and include capital expenditure, expense and revenue estimates for the current financial year, the budget year and nine forward financial years. From its assumptions, the LTFF sets the desired financial boundaries within which the organisation can plan for its future.
Natural Environment	The natural environment is a collective term to describe the diverse network of land and water areas in a comparatively natural state that provide habitat for native animals and plants. It includes values such as: habitat and populations of threatened species; core habitat areas as home for a diverse range of wildlife; nodes of remnant vegetation in urban areas providing wildlife refuge; strategic remnant vegetation patches as stepping stones for wildlife movement; corridors providing connectivity for wildlife across the landscape; increase vegetation condition and animal abundance within core habitat areas; biological diversity, natural capital and ecosystem services; waterways, wetlands, riparian and aquatic ecosystems and floodplains; cultural landscape features; and scenic amenity.
Operational Plan	The annual Operational Plan sets key priority projects and actions that will be undertaken in a one year period of the Corporate Plan. The Operational Plan allows council to manage its responsibilities and continue to engage with the community and report on its progress towards success. Operational Plans must align with the annual budget. Operational plans are required under the <i>Local Government Act 2009</i> (The Act) and <i>Local Government Regulation 2012</i> (The Regulation).
Policy	A policy sets out council's strategic position, viewpoints and values, and assists decision-making on matters that often impact on, and are of concern to, the community. Some policies (statutory policies) are a requirement of legislation and ensure compliance with statutory obligations. Other policies are developed to address matters that impact our residents and businesses and/or the administration of council funds (e.g. Ipswich Enviroplan Program and Levy Policy). They may also set a strategic direction for council or articulate council's position on an issue affecting the community.
Project	A project is a temporary endeavour undertaken to create a unique product, service or result. A project differs from operations in that: - operations are performed by relatively stable teams through ongoing and repetitive processes and are focused on sustaining the organisation - projects are performed by temporary teams (i.e. teams established for the specific purpose of delivering the project), are non-repetitive and provide unique deliverables.
Strategy	A strategy is a long-term document that sets out council's strategic position and direction for particular issues e.g. transport; livability; sustainability; physical activity; tourism etc. A strategy captures the following elements for council: where we are, where we are going, how we will get there, and how we will know when we get there.





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