

# iFUTURE

Your Vision, Our Journey, Council's Plan

## The Corporate Plan for Ipswich City Council 2021–2026

*Consultation on the community vision and focus  
areas for council over the next five years.*

*1 February to 28 February 2021*

[ipswich.qld.gov.au](http://ipswich.qld.gov.au)



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# FREQUENTLY ASKED QUESTIONS .....

## Q. WHY DOES COUNCIL NEED A NEW CORPORATE PLAN?

All local governments in Queensland are required to develop a five year corporate plan. The Ipswich City Council (council) Corporate Plan will be our leading strategic plan for 2021 to 2026. Ipswich is the fastest growing city in Queensland and we need a plan to ensure we meet the challenges that rapid growth will bring.

Unlike our previous corporate plans, this one includes a longer term community vision and will supersede Advance Ipswich and our 2017-2022 Corporate Plan. We have named the draft ***iFuture: Your Vision, Our Journey, Council's Plan*** as it represents the communities vision for 2041, that everyone has a role in getting there and what council's plan is for the next five years.

## Q. WHAT DOES THE PLAN DO?

The plan describes the outcomes that council is aiming for by 2026 and will help us work towards the community's vision for the city in 2041. The vision<sup>1</sup> has four focus areas (themes) and each theme lists the catalyst projects that will help us progress towards the vision over the next five years. All that council delivers in the next five years will be linked to an outcome or measure in the Corporate Plan. The Corporate Plan is implemented through the Annual Plan and budget which reflects the council's decisions on the specific initiatives to be funded each year. Council's performance is then recorded in the Annual Report.



## COMMUNITY VISION FOR 2041 .....



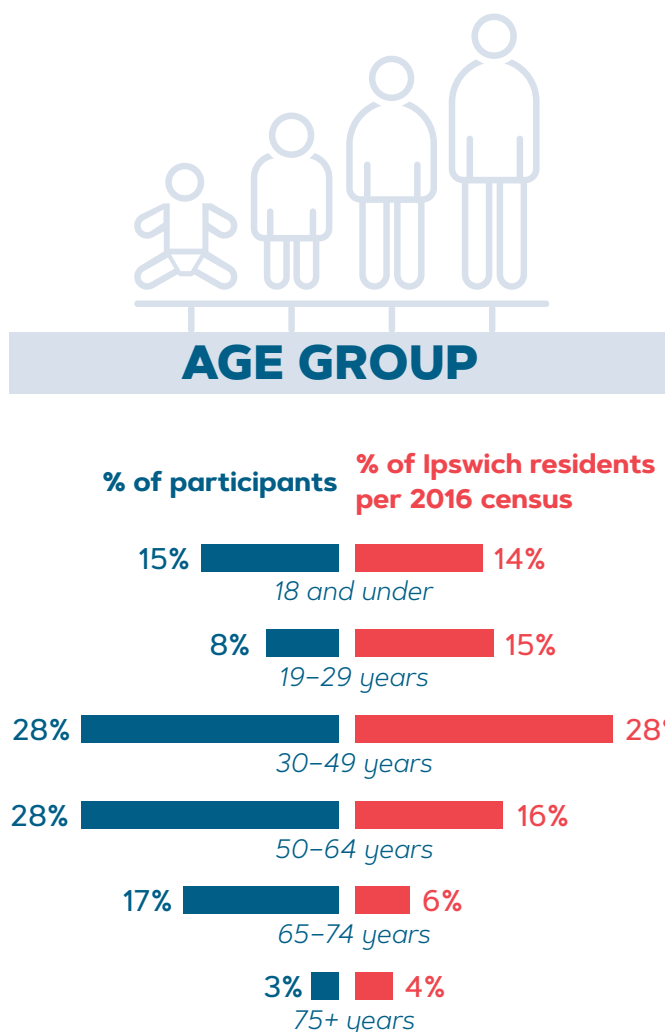
<sup>1</sup>Delivery of the community's vision is up to everyone. It's up to all who live, work and play in Ipswich as well as Federal, State and Local Government, business, industry and community organisations. The Ipswich City Council Corporate Plan represents what council will do to help reach the vision every five years.

## Q. HOW HAS THE COMMUNITY BEEN INVOLVED IN DEVELOPING THE DRAFT PLAN SO FAR?

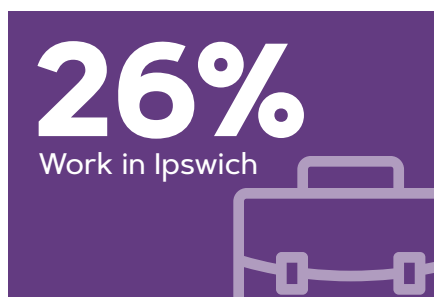
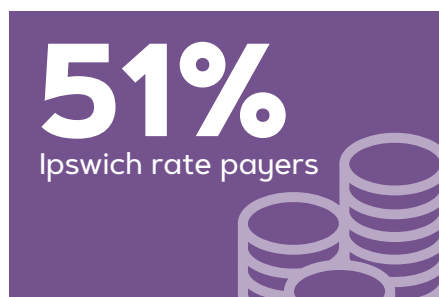
The draft community vision, themes and outcomes in this document have been developed through direct engagement that council has had with 1,192 community members that occurred between June and November 2020. Approximately 12,330 people were informed of the project through Shape Your Ipswich, direct telephone calls and community meetings. The community participated in different ways, including visioning workshops with the Mayor and Councillors, council's Community Reference Groups (CRG), Ipswich Youth Advisory Council (IYAC), Murri Interagency and other channels including Shape Your Ipswich, tele-interviews, school surveys, online futures visioning focus groups and a creative arts competition. 424 council staff were engaged on the project through eight workshops and a survey (digital and paper-based).

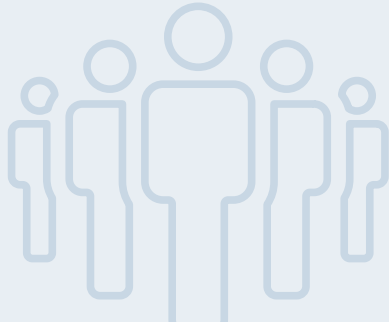
**"Approximately 12,330 people were informed of the project through Shape Your Ipswich, direct telephone calls and community meetings."**

A full community engagement analysis will be provided in the finished plan. Some key figures below depict the representativeness of the engagement with participants so far across age, cultural background, connection to Ipswich and gender. Where possible, comparisons have been made to the Ipswich Local Government Areas (LGA) population profile.

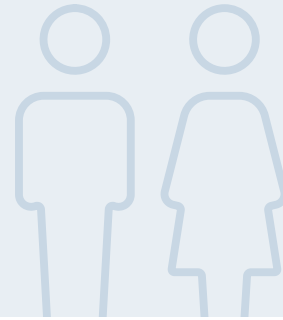
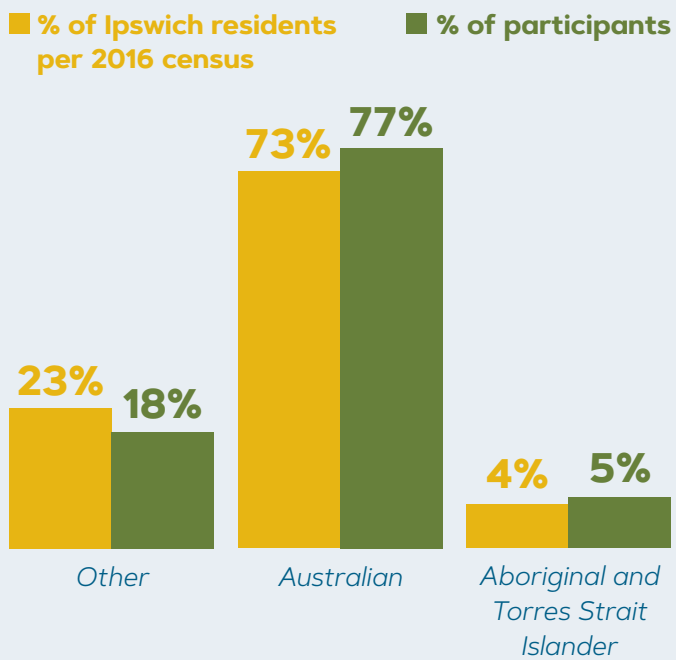


## CONNECTION TO IPSWICH .....

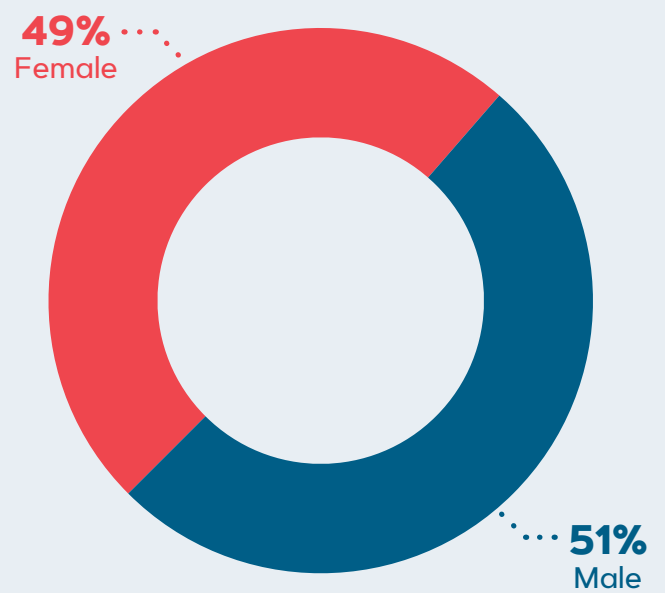




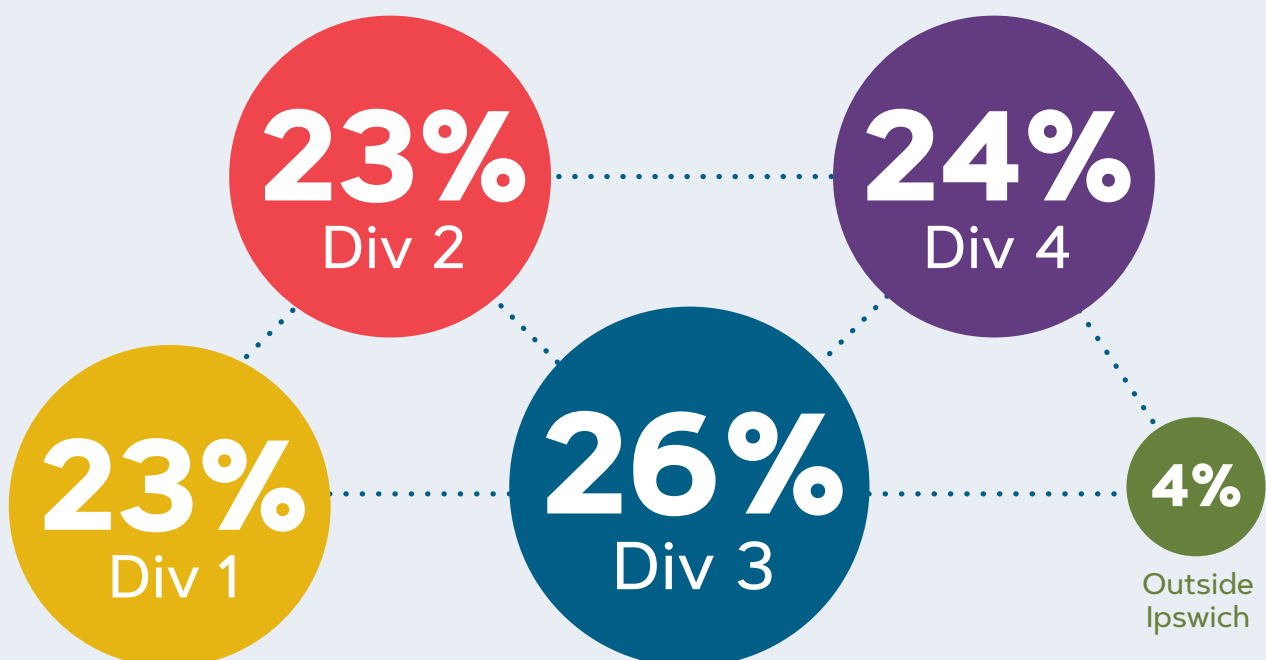
## CULTURAL BACKGROUND



## GENDER



## % OF PARTICIPANTS BY LOCATION





## Q. WHAT ELSE WILL GO INTO THE PLAN?

The finished plan will include any amendments as a result of community feedback and will include additional information about our elected members, a completed community engagement analysis, our planning and reporting framework, city statistics, listing of existing supporting strategies and service areas across council and how council will measure its performance.



## HOW CAN YOU PROVIDE YOUR FEEDBACK? .....

We are now seeking feedback on the community vision and focus areas for the Ipswich City Council Corporate Plan 2021–2026 so that it can be finalised and presented to council for adoption and commence on 1 July 2021.

Consultation is **open from 1 February to 28 February 2021** (four weeks) and you can provide your feedback in the following ways:

### ONLINE

Complete the survey online and follow the project on Shape Your Ipswich at:

[Shapeyouripswich.com.au/corporate-plan-2021-2026](https://Shapeyouripswich.com.au/corporate-plan-2021-2026)

### MAIL

Send a completed copy of the printable survey that can be found online at Shape Your Ipswich to:

**Ipswich City Council**  
**PO Box 191**  
**Ipswich QLD 4305**  
**Australia**

### EMAIL

You can email a completed copy of the editable PDF that can be found online at Shape Your Ipswich to:

[council@ipswich.qld.gov.au](mailto:council@ipswich.qld.gov.au)

### IN PERSON

Drop in and provide your feedback in person at the following locations, dates and times:

#### **Ipswich Central Library**

Monday 15 February 2021

10.00 am – 1.00 pm

#### **Rosewood Library**

Wednesday 17 February 2021

10.00 am – 1.00 pm

#### **Springfield Central Library**

Thursday 18 February 2021

10.00 am – 1.00 pm



**SCAN TO VISIT  
SHAPE YOUR IPSWICH**











# Draft Community Vision for 2041





*Draft only for community consultation*

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 network of green spaces that connect us to the land and 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 and we were well prepared for the growth of 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. 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 promotes quality place making and liveability including positive environmental, sustainability, inclusivity and cultural outcomes and allows our city to be 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 participate.

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 are increased employment opportunities across the city especially for young people as well as a variety of educational opportunities.

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 (24/7).



## OUR EXISTING STRATEGIES

- City of Ipswich Transport Plan (iGO) and related action plans
- Destination Management Plan 2019–2024
- Ipswich Planning Scheme 2006
- City of Ipswich Defence Action Plan 2019–2024
- Sport and Recreation Strategy 2015–2020
- Open Space and Recreation Strategy 2014.

## HOW WE WILL MEASURE OUR PROGRESS

- Survey of businesses and their customer experience of council
- Ipswich Central Business District Plan implementation
- Number of visitors to the city
- Living in Ipswich (liveability indicator) and community survey
- Unemployment rates
- % growth of businesses in Ipswich
- Employment numbers by industry
- Employment retention rate (number of people who live and work in the city)
- Average income by industry
- Gross regional product
- User satisfaction levels/trends
- Progress of implementation plans for strategies and policies
- Accessibility/walkability to local parks
- Transport times from key points in Ipswich to Brisbane (peak/non-peak) and transport mode (e.g. train, bus, car, active)
- Development activity.



## OUR CATALYST PROJECTS FOR 2021-2026

**Nicholas Street Precinct** retail, council Administration Building and Commonwealth Hotel development and opening.

**Ipswich Central Business District Plan** 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**.

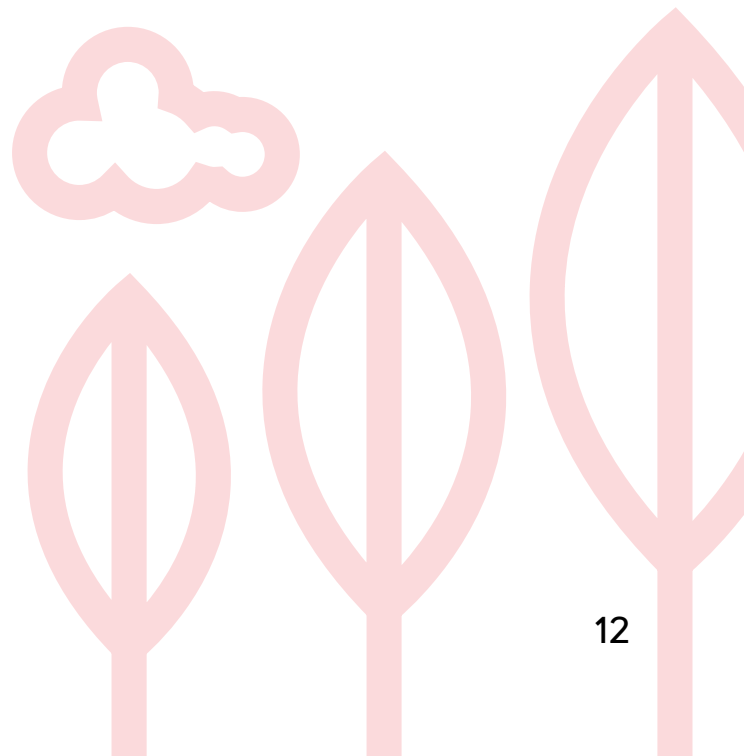
**Partner with the Brisbane Lions** for the construction of the Brisbane Lions Centre and Training Facility at Springfield.

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.

**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 business case
- Ipswich industry development and jobs program (defence, health, construction, advanced manufacturing and education jobs)
- Ipswich Regional Skilling for the Future Program funding
- Community and economic infrastructure shovel ready projects
- Social Services Plan for Health and Education (new public schools, Ipswich hospital upgrade and a new public hospital in Springfield)
- Ebenezer intermodal terminal.



**2041**

Theme 2

# **Safe, Inclusive and Creative**







## IN 2041

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



## OUR EXISTING STRATEGIES

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

## HOW WE WILL MEASURE OUR PROGRESS

- Living in Ipswich (liveability indicator) and community survey
- Yearly report on progress of implementation plans for strategies and policies
- Population demographics
- Campaigns that exhibit the diversity and the engagement with the campaign (statistics e.g. views, ticket sales, visitors, sentiment tool to measure qualitative feedback, open rates for EDMs etc)
- Community survey
- Local character places register and character areas in new planning scheme
- Community survey on traditional owner steering committee/reference group (action of the Accord) on perceptions of whether cultural landscape values are being protected
- Events that are held during the year include and celebrate a level of cultural diversity—% of program; and attendance
- Picture Ipswich—measures of visits plus content
- Exhibitions held during the year that explore Ipswich's cultural heritage
- Shape Your Ipswich engagement
- % local artists on event programs etc.



## OUR CATALYST PROJECTS FOR 2021-2026

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

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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.

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

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

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

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**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.

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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.

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

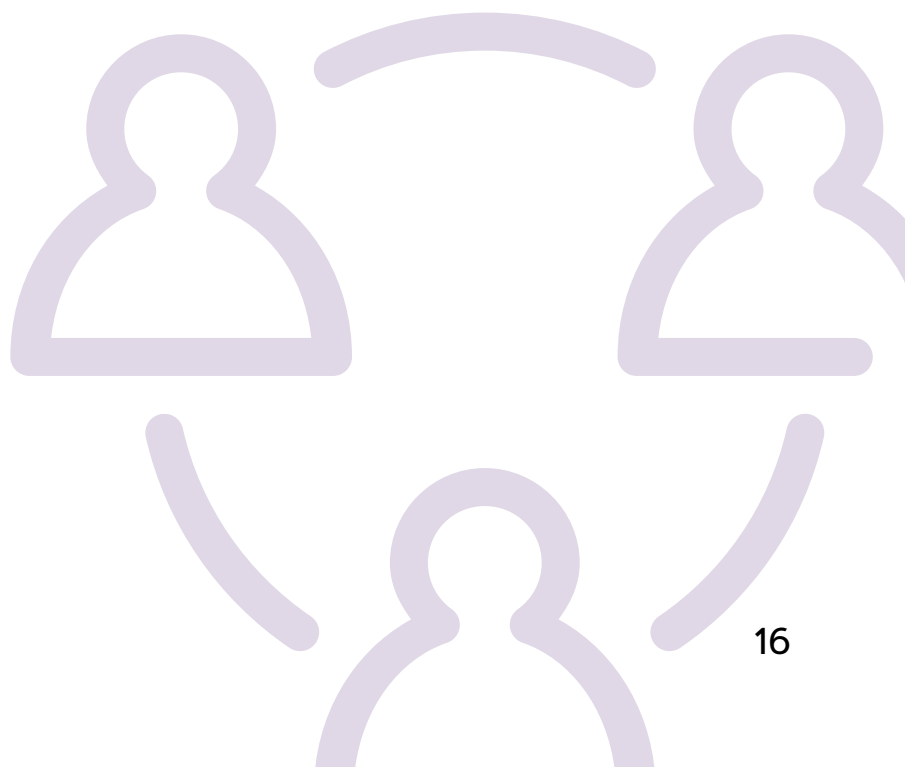
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**Community Development Strategy** and Implementation Plan to plan and respond to community needs and growth.

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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.

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**2041**

Theme 3

# **Natural and Sustainable**







## IN 2041

We love 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 and 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

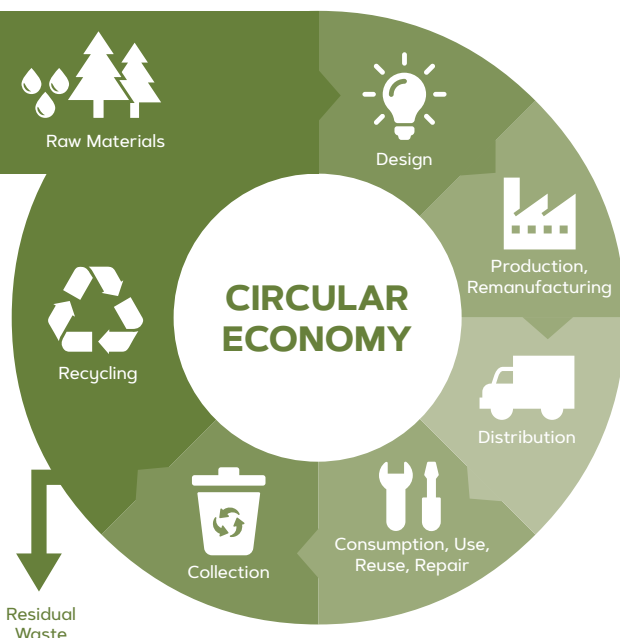
- Materials Recovery Plan 2017–2031
- Sustainability Strategy
- Waterway Health Strategy 2020
- Nature Conservation Strategy 2015–2020
- Integrated Water Strategy 2015–2031
- Ipswich Waste Services Corporate Plan 2021–2026.

### HOW WE WILL MEASURE OUR PROGRESS

- Report card (progress) of the Waste and Circular Economy Transformation Directive program
- Yearly report card on strategies, policies and plans
- Ipswich Waste Services Corporate Plan 2021–2026 yearly report and outcomes achieved
- Living in Ipswich (liveability indicator) and community survey
- Canopy cover
- Land allocated for green spaces in proportion to population
- Waterway health report card
- Covenants over land for planning protection/ council acquisition (Enviroplan)
- Lengths of creeks revegetated
- Koala area occupancy
- Number of catchments with confirmed platypus and rock wallaby population.

### 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.





## OUR CATALYST PROJECTS FOR 2021-2026

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

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

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**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.

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**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.

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

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

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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 actively participate 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.

**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 interest of the current community and for the future generations to come. We are leaders in customer service, good governance, financial and risk management. The community and customer is at the centre of everything council does. Our culture ensures we have an empowered, connected, resilient workforce where we care, support and protect the wellbeing of each other.

# A TRUSTED AND LEADING ORGANISATION

## OUR OUTCOMES FOR 2026

1. We are leaders in advocacy for city shaping opportunities and needs that require support from Federal and State Governments including major infrastructure, policy reform and services.
2. We provide outstanding customer service and 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 but always strive to be leading practice.
6. We are transparent and evidence based in our planning, reporting and decision making.
7. We have a skilled workforce with the resources and systems that enable us to be effective and efficient and provide pathways for innovation, integration and collaboration across our organisation.
8. We are financially sustainable.
9. We are an employer of choice and where our employees actively care, support and protect the wellbeing of themselves and each other.
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.



## OUR EXISTING STRATEGIES

- Buy Ipswich Policy
- Information and Communication Technology (ICT) Strategy
- Good Governance Guide
- Community Engagement Strategy.

## HOW WE WILL MEASURE OUR PROGRESS

- Buy Ipswich—% of procurement to local businesses (and % local business support)
- Report card on progress of strategies, policies and implementation plans
- Corporate Governance regularly reports to council and the Audit and Risk Management Committee on complaint and risk management
- Community survey on perceptions of how we are performing as a council
- Staff survey on their perception of how council is performing and employee pride
- Community Reference Groups/Ipswich Youth Advisory Council/Traditional Owners Reference Group on their involvement in council planning and decision making processes—survey
- Open data sets, stories, site visits, near to real time integration, reuse of data from our source (where an external party may be using council data on a regular basis e.g. app)
- Corporate plan implementation and progress (delivered through Annual Plan and Annual Report)
- Financial sustainability ratios
- Complaint Management Framework statistics and trends.



## OUR CATALYST PROJECTS FOR 2021–2026

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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 nonfinancial data and reporting.

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

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**People and Culture Strategic Plan** and implementation to develop a People and Culture service that supports, engages, leads and skills our workforce.

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Develop a clear set of parameters to drive our **financial strategy** going forward.

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

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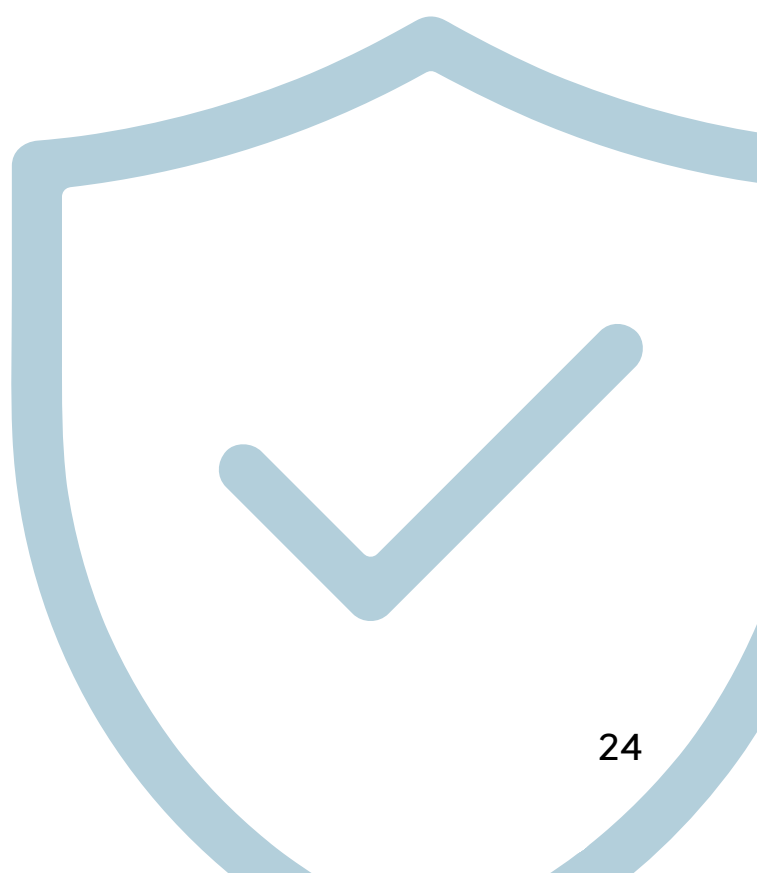
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**Customer Experience Strategy** and implementation plan to make life easier for our customers by having the best possible experience when using or looking for information about our services and dealing with us.

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Delivery of the **iVolve project** to determine council's technology platform for the future to drive better value for money and support a more integrated service delivery.

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# 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%

















Ipswich City Council  
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666  
[council@ipswich.qld.gov.au](mailto:council@ipswich.qld.gov.au)  
[ipswich.qld.gov.au](http://ipswich.qld.gov.au)

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