iFuture
Your Vision, Our Journey, Council's Plan

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City of Ipswich

Community Engagement Report

iFuture

April 2021

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Introduction

In July 2020, Ipswich City Council (council) commenced the development of iFuture, council's Corporate Plan for 2021-2026. Legislatively, the development of the corporate plan must include community engagement. A city-wide engagement program was delivered throughout 2020 and early 2021 to inform the development of iFuture. The content of iFuture is based upon meaningful and representative community-wide and staff engagement, supported by best practice engagement principles and practices.

There were three community engagement phases throughout the project, with each building on and refining the previous. Direct engagement with 2,017 participants – 1,530 community members, 9 elected representatives and 478 Council staff occurred between August 2020 and February 2021. Additionally, approximately 18,000 people were informed of the project, providing them with direct opportunities to participate. Some key considerations that may have impacted on the level of engagement include:

- impacts of the COVID-19 pandemic which is likely to have reduced interest and participation from vulnerable cohorts who were disproportionately affected by the lockdowns and economic downturn; and
- the timeframes for the project, specifically the public engagement periods were constrained for long-term community visioning conversations to gain momentum across the general community. This likely reduced overall participation. Engaging with community representatives and heavy paid and targeted promotion was used to mitigate this during each phase.

A mix of engagement methods were used to reach the broad community, targeted groups and stakeholders. Council listened to and analysed community perspectives, aspirations, concerns and values to understand what matters to them, and what they want the future of Ipswich to look and feel like. This Community Engagement Report outlines the approach and detailed results of the community engagement program that supported the development of iFuture.

Methodology

Quantitative and qualitative data was collected from participants during each engagement phase, in accordance with council's Information Privacy Policy. Quantitative data was downloaded from the various digital platforms and/or transcribed into a master Excel database by project staff. The data was cleaned, de-identified, aggregated and charted in the master database. During the public engagement phases, the demographic representativeness of participants was tracked against Ipswich's community profile (using the 2016 census data where applicable) for five demographics – age, gender, cultural background, division and connection to Ipswich. Targeted communications and promotional strategies such as paid social media advertising were used to increase under-represented demographics that emerged throughout the engagement.

Qualitative data was gathered through digital platforms (e.g. surveys, comment tools) and recorded directly by staff, via tele-interviews and face-to-face engagement. Verbatim statements were recorded as much as practically possible to improve accuracy of sentiment. Data was cleaned, de-identified and aggregated in a master Excel database. Open thematic analysis was carried out using Excel and NVivo. The frequency of emerging themes was tabulated and ranked. Frequently emerging themes and issues were prioritised for consideration when amending and finalising the plan. All amendments were

logged and justified in the iFuture Decisions Register.

Engagement approach

The engagement program was underpinned by best practice community engagement principles and practices, developed and promoted by the International Association of Public Participation (IAP2). A summary of the engagement approach for each phase of the project is below:

Overview of iFuture community engagement program 2020-2021			
Project phase	**Form of engagement**	**Activities**	**Timing**
Project planning and research	Inform	Project and engagement planning; Baseline data/descriptive information	June – July 2020
Phase 1 – Futures Visioning	Inform Consult Involve Collaborate	Futures visioning workshops	August – September 2020
Phase 2 – Community engagement on draft vision	Inform Consult	Community-wide and staff engagement on draft vision	September – October 2020
Phase 3 – Community engagement on draft iFuture plan	Inform Consult	Community-wide and staff consultation on draft iFuture plan, including vision	February 2021
Reporting	Empower	Council makes decision on the plan	April 2021

The engagement program was also underpinned by the New Oregon Model for Community Visioning. This model is widely used in Australia (and internationally) to guide community visioning processes in communities undergoing rapid population growth, which Ipswich is experiencing and is projected to experience over the next 20 years.
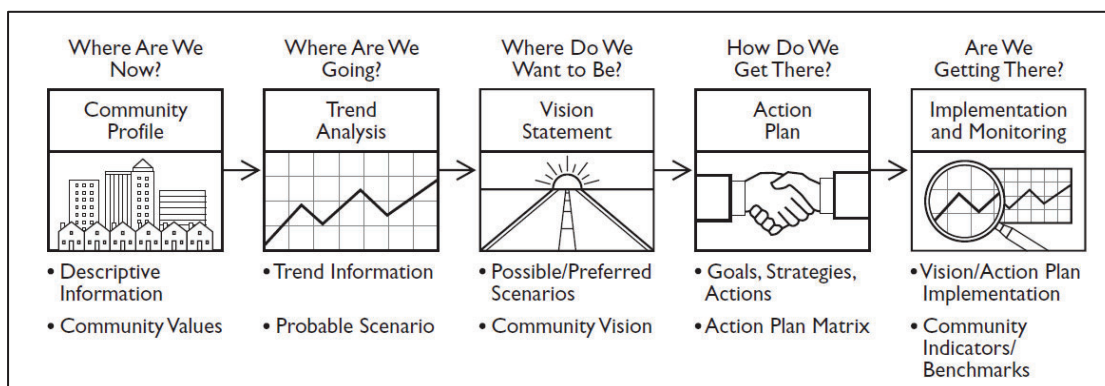
New Oregon model for community visioning

Engagement activities

Phase 1 – Futures visioning with community and staff representatives

257 community representatives, 9 elected representatives and 21 council staff were directly engaged in this phase, which ran from August to September 2020. Eight futures visioning workshops were held with Ipswich's peak Community Reference Groups. The workshops were based on an Appreciative Enquiry[2] framework and the Ontario model for community visioning. Detailed descriptive information about Ipswich and a summary of community strengths and values was provided to participants prior to and during the visioning workshops to bolster informed participation.

The workshops included:

- a two-day face-to-face futures visioning summit with the Mayor, Councillors, Executive Leadership Team (ELT) and relevant subject matter experts from Council
- five futures visioning webinars with Council's five Community Reference Groups – Environment, Transparent Governance, Growth Management, Resilient Communities and Economic Development
- an introduction session and a futures visioning webinar with the Ipswich Youth Advisory Council (IYAC)
- a face-to-face futures visioning workshop and yarning circle with the Murri Interagency, council's peak indigenous advisory body.

Data from these workshops formed the foundations of the vision (Appendix 1). A project reference group, comprised of 15 staff representing council's five departments, was also established at the beginning of this phase of the project.

Phase 2 – Community-wide engagement on the draft vision

981 community participants, 9 elected representatives and 405 staff were directly engaged in this phase, which ran city-wide from September to November 2020. A mix of targeted and city-wide engagement methods were offered, including:

- digital engagement on Shape Your Ipswich – survey and open comment tools
- three ZOOM webinars – two for the whole-of-community and one targeted at young people[3]
- study circles
- market research (semi-structured tele-interviews)
- a second face-to-face workshop and yarning circle with the Murri Interagency
- artistic visioning competition and an Instagram competition
- school-based surveys
- iFuture displays and paper-based surveys at all community centres
- targeted online meetings with community groups and networks (Ipswich Community Connect Forum, Riverview Collective Action Group, Ipswich Local Level Alliance, Leichhardt Early Development Group, Building a child and youth friendly Ripley valley group, Ipswich disability interagency).

Council staff were engaged via:

- nine webinars using live polling, including with the Employee Engagement Advisory Committee
- an internal digital survey
- paper based surveys for field staff.

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[2] A structured process for decision-making that focuses on building on strengths ("what works well'), rather than focussing on limitations. In appreciative inquiry summits, participants follow a four-stage process of Discover, Dream, Design, Destiny

[3] A fourth webinar was offered in multiple languages – Dinka, Tagalog, French, Samona and Vietnamese - however it was not delivered as there were no registrations.

COVID-19 restrictions during this phase meant that most engagement was delivered digitally. At the end of the phase, a briefing on the results was provided to elected representatives and the ELT. The data from this engagement phase (detailed in Appendix 2) was used to refine the vision in line with community sentiment, and draft the iFuture plan for the third round of community wide consultation on the draft iFuture plan.

Phase 3 – Community-wide consultation on the draft iFuture plan
292 community participants, 9 elected representatives and 52 staff were directly engaged in this phase, which ran throughout all of February 2021. The purpose of the engagement was to socialise the draft plan, and gain feedback on it.

Engagement methods for this phase included:
- digital engagement on Shape Your Ipswich – a survey and open comment tools
- study circles, supported by a DIY Community Conversation Guide
- three face-to-face drop-in sessions at the Central, Rosewood and Springfield libraries
- closing-the-loop with the Murri Interagency by attending their regular February meeting
- closing-the-loop and consultation with council's five Community Reference Groups and IYAC (live polling, dot-mocracy and world café). These were attended by the Mayor, Councillors and relevant staff.

Council staff were engaged through a survey (digital and paper based). The data from this engagement phase (Appendix 3) was used to adjust the vision, and finalise the iFuture plan. A decisions register was developed to ensure transparency of decision making when considering community sentiment and modifying the plan.

Communications

A mix of council-based and commercial communications and promotional tools were utilised at each phase to increase awareness of, and participation in iFuture.

Engagement phase	Communications and promotion channels
1. Futures visioning	Targeted calendar invites to elected representatives, the executive team, relevant staff and community reference group members. Public promotion was not required.
2. Community-wide engagement on vision	Council owned/operated: - Ipswich First - Council's Facebook page - Council's website - Shape Your Ipswich - Social media 'toolkit' for councillors – pre-prepared social media messages, images and links to Shape Your Ipswich - Promotional emails to target community groups, associations and networks - All staff emails from CEO - Intranet article - Instagram social image competition - Council's network screen savers - Staff email signature image and link

| Engagement phase	Communications and promotion channels
	Commercial: - iFuture Posters distributed to cafes and restaurants throughout the city - Targeted social media and Google advisements - Outdoor electronic billboard - David Trumpy bridge - Identilites at major roads across the city
3. Community-wide consultation on draft iFuture plan	Council owned/operated: - Ipswich First - Council's Facebook page - Council's website - Shape Your Ipswich - Social media 'toolkit' for councillors – pre-prepared social media messages, images and links to Shape Your Ipswich - Emails to target community groups, associations and networks - All staff emails from CEO - Intranet article - Instagram social image competition - Council network screen savers - Library electronic direct mail and digital screens - Staff email signature image and link Commercial: - iFuture Posters distributed to cafes and restaurants throughout the city - Targeted social media and Google advisements - Outdoor electronic billboard - David Trumpy bridge - Identilites at major roads across the city

Participants

iFuture engaged directly with all 9 elected representatives, 1530 community members, and 478 Council staff between August 2020 and February 2021. The project reached at least 18,000 community members, providing them with a direct opportunities to participate. The below table shows a breakdown of participation by engagement phase:

Engagement phase	Elected representatives	Community	Council staff	Total participants
1. Futures visioning	9	257	21	287
2. Community-wide engagement on vision	9	981	405	1,395
3. Community-wide consultation on draft iFuture plan	9	292	52	353

The participant's age, gender, cultural background, division and relationship to Ipswich can is shown in the graphs below (Figures 1-5). Comparisons to the Ipswich's total population proportions are made where applicable. Some participants did not elect to disclose their

demographic data during registration for some engagement sessions. As such the representativeness data does not account for the total number of participants.

*Figure 1. Age representation – total participants*
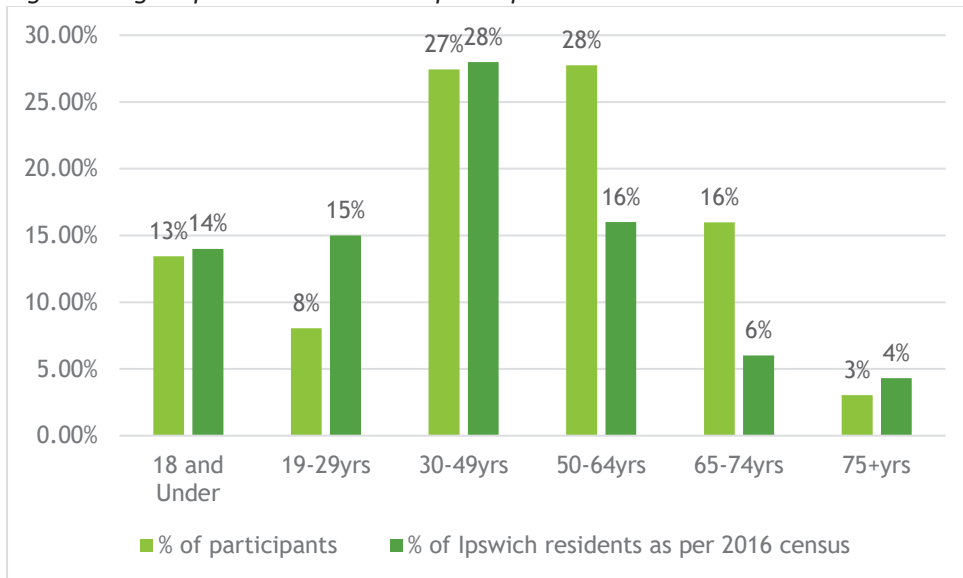
13% of total participants were 18 years and under, 8% were aged between 19-29 years, 27% were aged between 30-49 years, 28% were aged between 50-64 years, 16% were aged between 65-74 years and 3% were 75+ years.

Figure 2. Gender representation – total participants
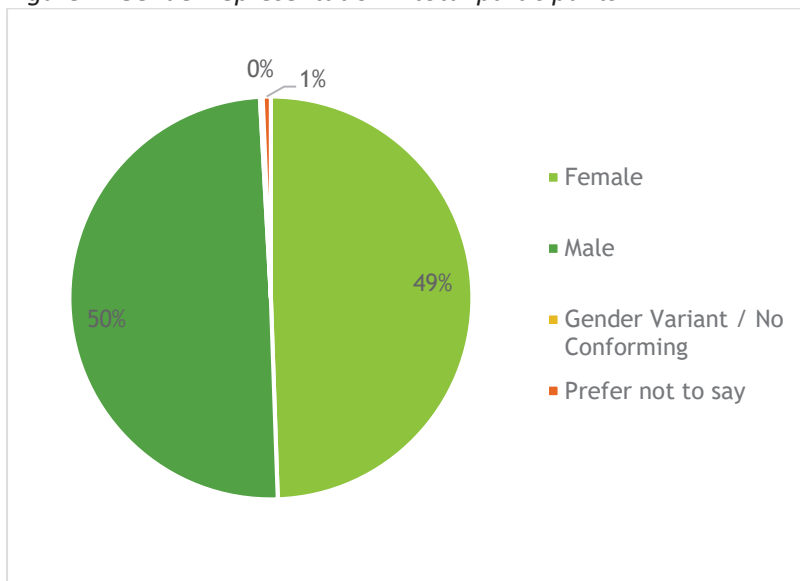
49% of total participants were female and 50% were male. 1% did not disclose their gender

*Figure 3. Cultural background – total participants*
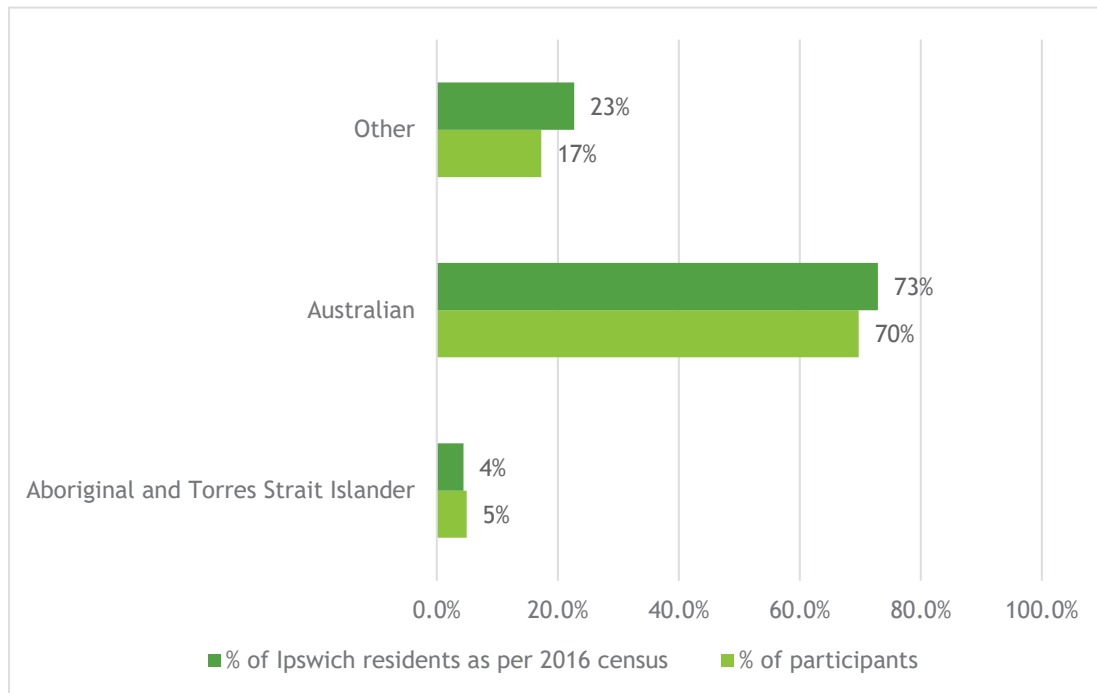
70% of participants identified as having an 'Australian' cultural background, 5% as 'Aboriginal and Torres Strait Islander' and 17% identified as 'Other'

Cultural backgrounds represented in the 'other' category included:

- American
- Chinese
- Dutch
- English
- Fijian
- Filipino
- French
- German
- Greek
- Indian
- Irish
- Italian
- Malaysian
- Maori
- New Zealander
- Portuguese
- Polynesian
- Samoan
- Scottish
- South African
- South American
- Sri Lankan
- Sudanese
- Torres Strait Islander
- Turkish
- Vietnamese

Figure 4. Divisional representation – total participants
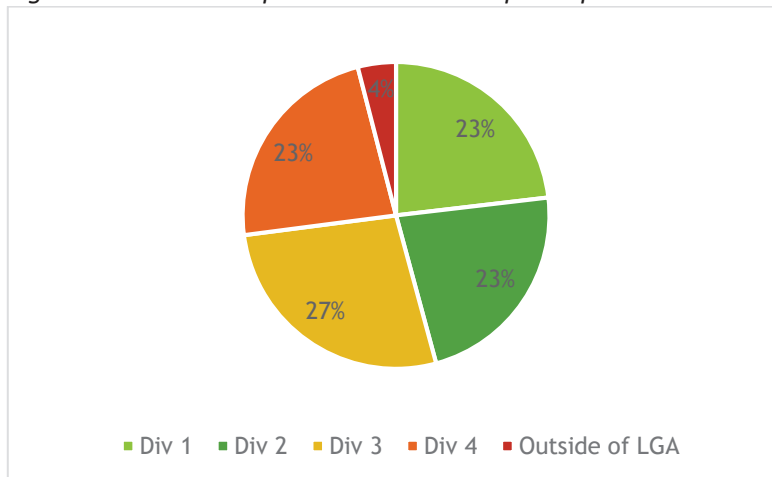
27% of total participants reside in division 3 and 23% of participants reside in divisions 1, 2 and 4 respectively. 4% of participants reside outside of the Ipswich LGA

Figure 5. Connection to Ipswich – total participants
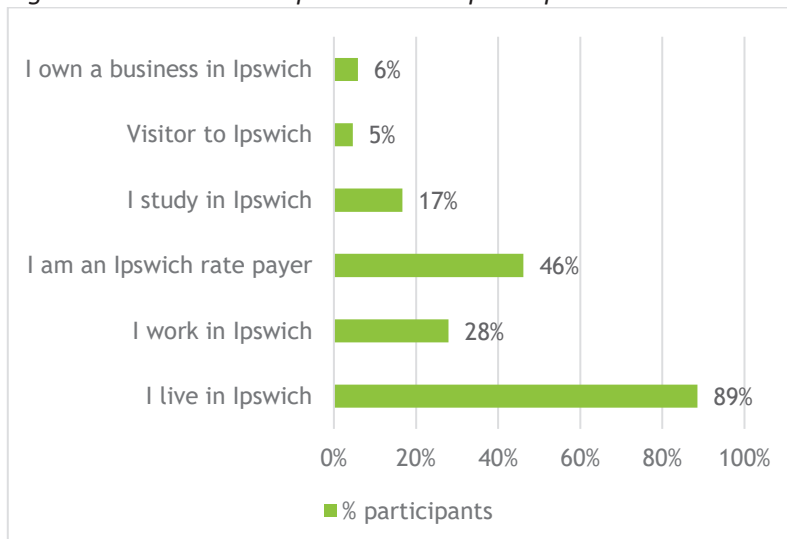
89% of participants live in Ipswich, 46% are an Ipswich ratepayer, 28% work in Ipswich, 17% study in Ipswich, 6% own a business in Ipswich and 5% are a visitor to Ipswich[5].

Engagement findings

Community Strengths
Following a review of historical community engagement data, the following themes emerged as particular strengths and values held by the Ipswich community:
- Strong sense of community
- Diversity
- Affordable, family friendly city
- Great sports and outdoor recreation options
- A unique city

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[5] Participants could select more than one category when answering this question

- Great shops, services and facilities
- Resilient and adaptive to natural disasters
- Perceptions that local governance is improving
- Agile and resilient local business.

Phase 1 Engagement Data Summary

The initial community vision developed was:

Ipswich (Tulmur) 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. 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, linked by a network of active green spaces that connect us to the land and where we can enjoy sports, active recreation or relaxing time with our families and loved ones. Our rich Indigenous, European and multicultural histories and cultural landscapes are treasured and celebrated. 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.

The emerging themes that accompanied the vision were:
- **Strong modern economy:** Ipswich has a thriving economy 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.
- **Sense of community**: We welcome, support and include people from all backgrounds and abilities, and we know that wherever we live or work we feel like we belong.
- **Clean natural environment and open spaces**: We love and enjoy our waterways, our bushland, our flora and fauna, our cultural landscapes, and we also support clean industries.
- **Accessible community services:** It is easy to access the social, health, and recreational services from a coordinated network that focuses on prevention and intervention where and when it's needed.
- **Active places and spaces**: We are a city of centres, with active places and spaces where we can enjoy sports, active recreation or relaxing time with our families or loved ones. Our city has dedicated places for dining, and night-time entertainment.
- **Celebrated history and culture:** We will preserve and celebrate our many rich cultures.

Appendix 1 contains the detailed data analysis from phase 1.

Phase 2 Engagement Data Summary

During phase 2 the draft vision and themes from phase 1 were presented to the community for feedback. Community and council staff were asked to rate their level of agreement with the draft vision statement, and themes as outlined in Figures 6-12 below.

Figure 6. How much do you agree or disagree with the draft vision statement?
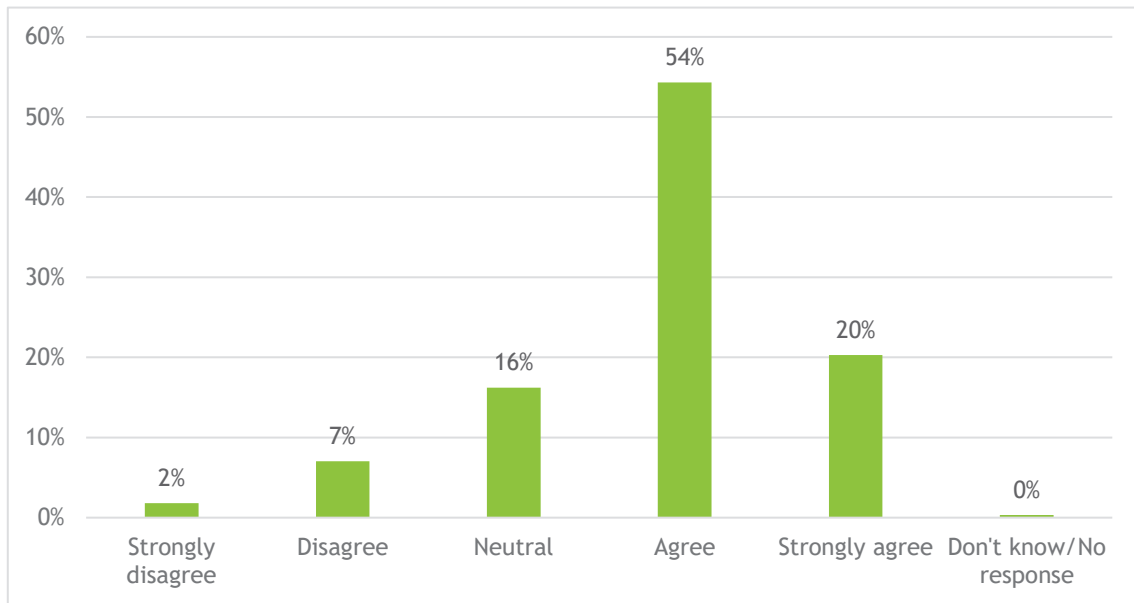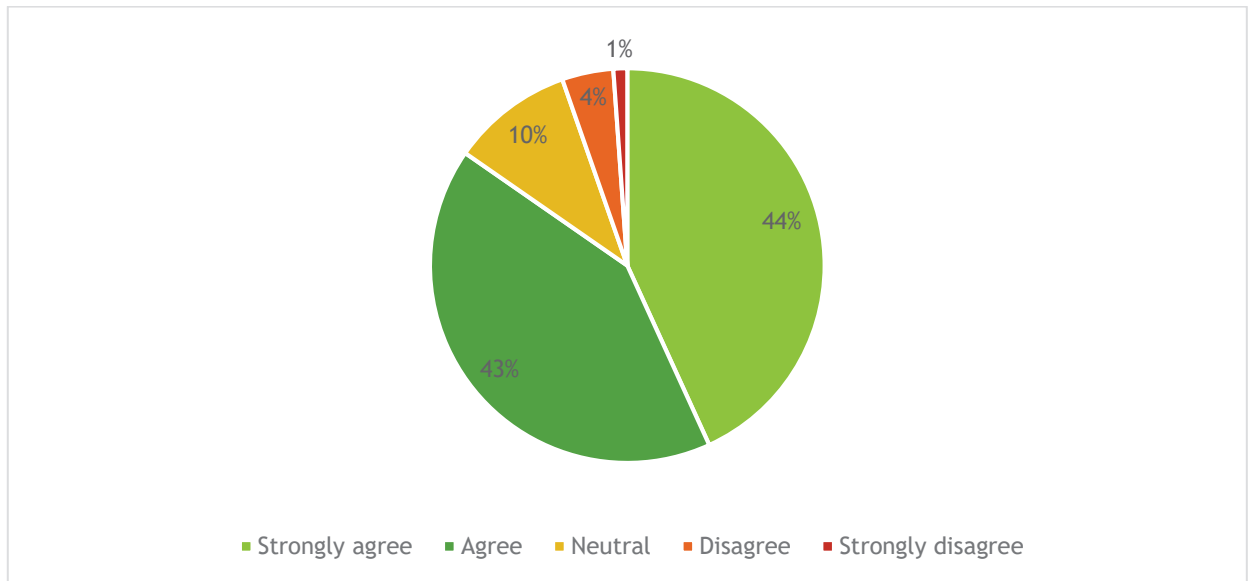

74% of respondents strongly agreed or agreed with the vision statement, 16% were neutral and 9% did not agree.

Figure 7. How much do you agree or disagree with 'Strong Modern Economy'?
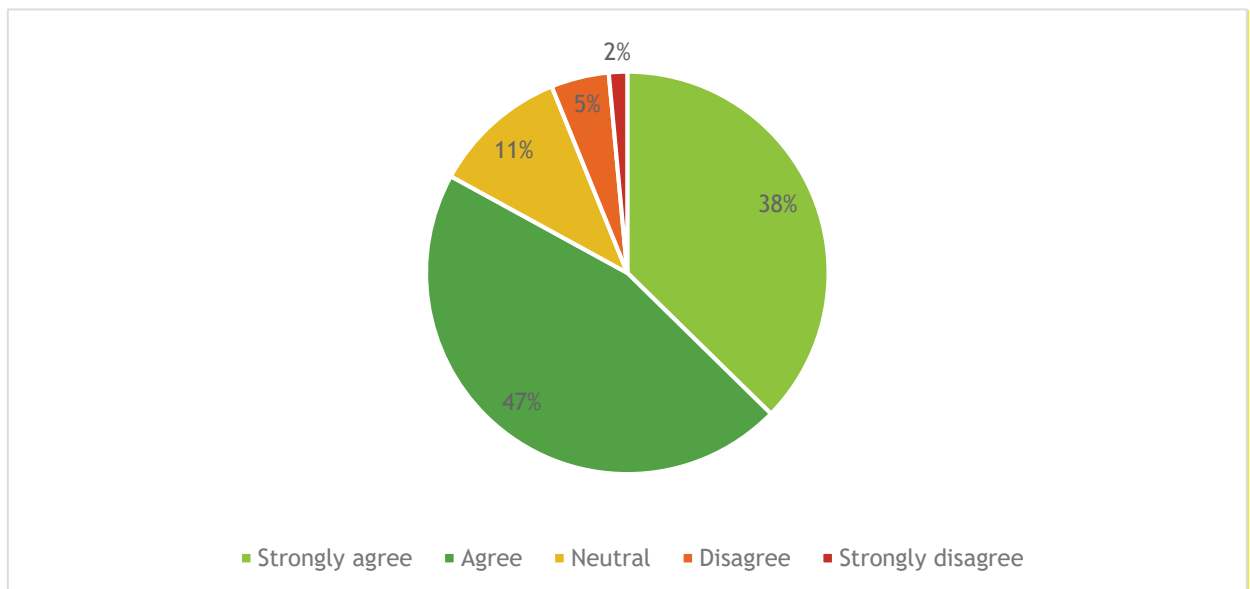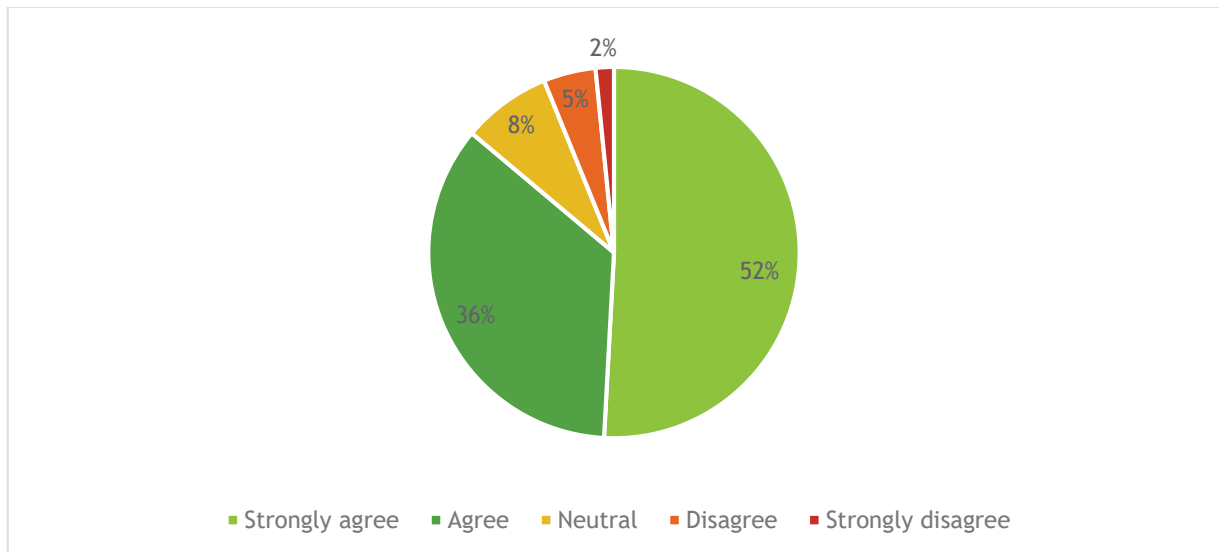

85% of respondents strongly agreed or agreed with the theme 'Strong Modern Economy', while 11% were neutral and 7% strongly disagreed or disagreed

Figure 8. How much do you agree or disagree with 'Sense of Community'?

Legend: Strongly agree · Agree · Neutral · Disagree · Strongly disagree

Values shown: 44%, 43%, 10%, 4%, 1%

87% of respondents strongly agreed or agreed with the theme 'Sense of Community', while 10% were neutral and 5% strongly disagreed or disagreed

Figure 9. How much do you agree or disagree with 'Clean Natural Environment and Open Spaces'?

Legend: Strongly agree · Agree · Neutral · Disagree · Strongly disagree

Values shown: 52%, 36%, 8%, 5%, 2%

88% of respondents strongly agreed or agreed with the theme 'Clean Natural Environment and Open Spaces', while 8% were neutral and 7% strongly disagreed or disagreed

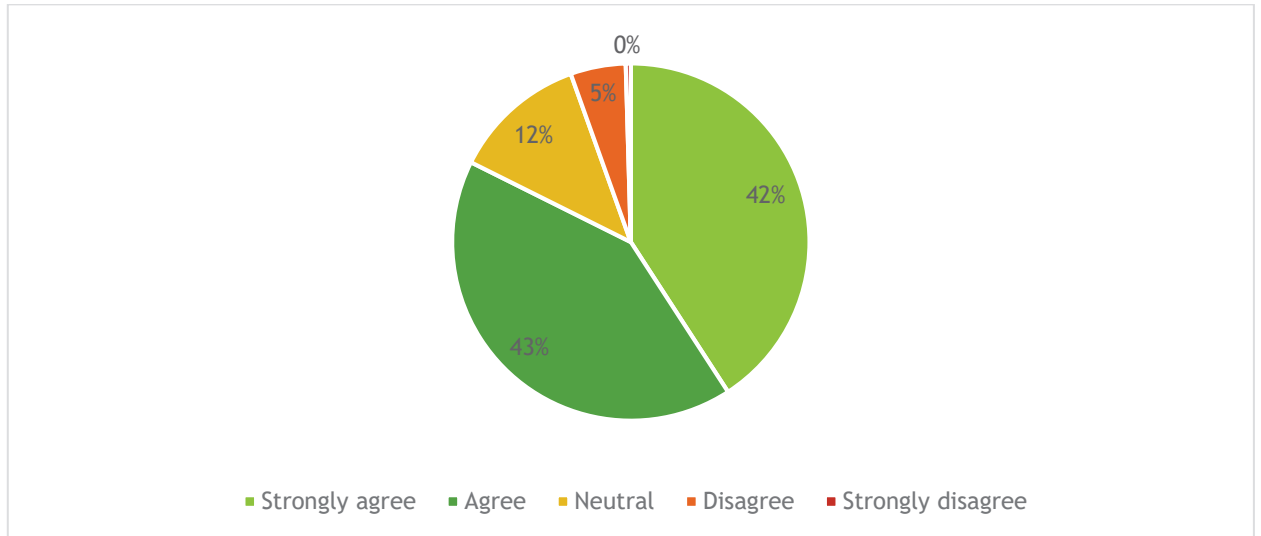*Figure 10. How much do you agree or disagree with 'Accessible Community Services'?*

85% of respondents strongly agreed or agreed with the theme 'Accessible Community Services', while 12% were neutral and 5% strongly disagreed

Figure 11. How much do you agree or disagree with 'Active Places and Spaces'?
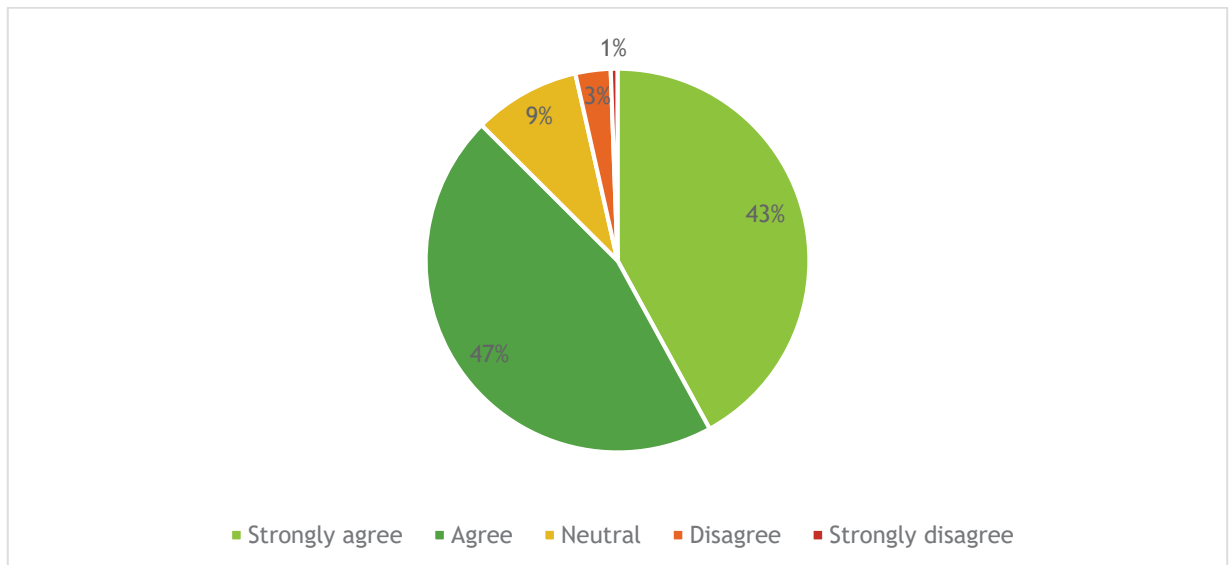
90% of respondents strongly agreed or agreed with the theme 'Active Places and Spaces', while 9% were neutral and 4% strongly disagreed or disagreed.

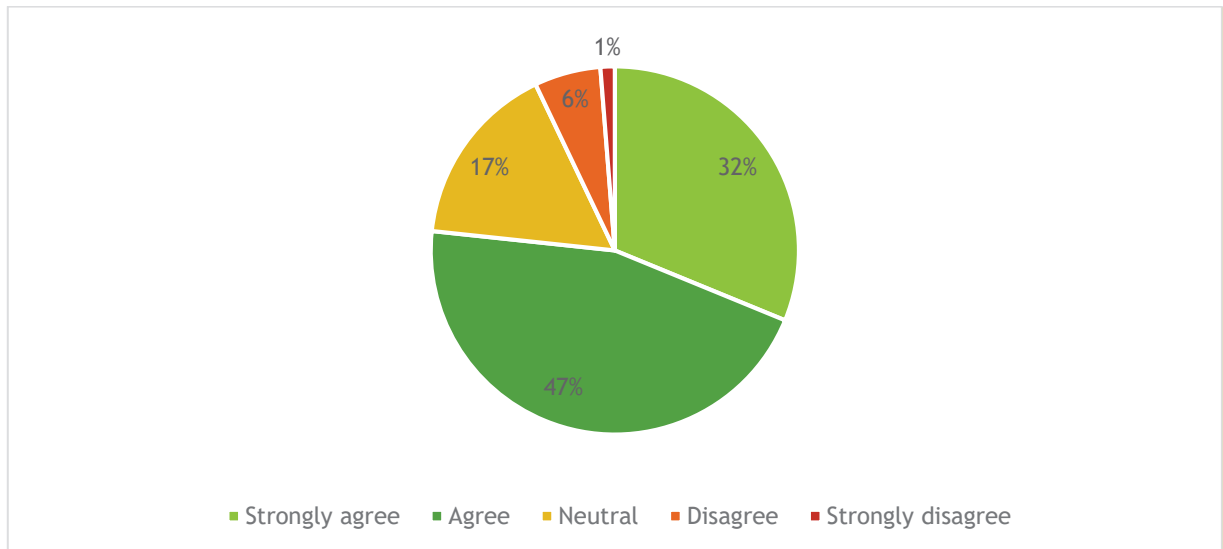*Figure 12. How much do you agree or disagree with 'Celebrated History and Culture'?*

79% of respondents strongly agreed or agreed with the theme 'Celebrated History and Culture', while 17% were neutral and 7% strongly disagreed or disagreed.

Participants were asked to consider what they thought the most important outcomes were for each of the six (6) themes. A summary of the participant feedback for Phase 2 engagement is below.

Strategic theme	Frequently emerging themes – *describe the most important outcome for you regarding <strategic theme>*	Examples of community sentiment
Strong modern economy	- Unemployment is low - Businesses are thriving in Ipswich - There is an evolution of traditional businesses	*"Decrease the amount of unemployment….giving the chance for people to make choices"* *"Developing and attracting businesses to the area. More employment. Creating jobs for locals"* *"Ensure that the local economy grows and helps all businesses, both big and small, to keep their doors open"* *"Ipswich having the capacity to support development in local areas, and also sustainability"* *"Diverse workforce and an economy"* *"Encourage business to start up here and create jobs"* *"Encourage new businesses"*
Sense of community	- Our community lives together in harmony regardless of our backgrounds, cultures and religions	*"a place where you feel safe and connected to all members of our community"* *"Our cultural and linguistic diversity (should) be acknowledged and celebrated, while past contributions are recognised"*

| Strategic theme	Frequently emerging themes – *describe the most important outcome for you regarding <strategic theme>*	Examples of community sentiment
	• Activities are varied with opportunities for all to participate • Ipswich Brand is positive and inclusive	*"Bring groups together to meet and understand on another"* *"More free activities for the whole communities to come together"* *"Solid community ventures with a focus on sustainable practises - more community gardens and, arts, and health and fitness activities"* *"Inclusiveness for all"* *"Have the whole community work together for the good of Ipswich"*
Clean natural environment and open spaces	• Improved recycling and better waste management infrastructure • Parks and open spaces are maintained for activation • Fusion of development and environment	*"More bins available in public"* *"More options to recycle"* *"(we need) more efficient ways of disposing of waste in an environmentally friendly way"* *"Nature play spaces and litter-free"* *"Reducing the amount of external rubbish dumped in the area"* *"Keep the streets and parks maintained"* *"Parks and recreational areas for people to enjoy"* *"Balance between urban development and green spaces"* *"Better planning and development with the environment in mind"* *"Keep a good balance between housing developments and parks"*
Accessible community services	• Services are sustainable as they address community need and support growth • Public transport is available and an easier choice • Infrastructure supports access for all abilities	*"Services should be accessible to all members of the community and meet the needs of the community"* *"Places to learn general health and wellbeing and more support for the disadvantaged"* *"Each public service is easily accessible"* *"Better public transport"* *"Better bus services"* *"Better disability access"* *"Accessibility for all is very important. Roadways, paths, parking and disability access"* *"Having social, health and recreational services, such as racing events and other community activities"*

Strategic theme	Frequently emerging themes – *describe the most important outcome for you regarding <strategic theme>*	Examples of community sentiment
Active places and spaces	- People are able to stay active and healthy using spaces in their suburb - Activities are varied with opportunities for all to participate - There are spaces available for motorsports that can attract visitors	*"Community activity, such as yoga and tai chi, available in all parts of the city"* *"Creating new facilities that encourage all to live an active and healthy lifestyle"* *"Having easily accessible places for people to engage in fitness or activities"* *"Active places should be emphasised, such as sporting events / motor sports and recreational spaces. Gives you somewhere to take the family for a day out plus stimulating the local economy"* *"A wide range of spaces that cater and take into account the whole community"* *"Indoor and outdoor facilities that allow residents to partake in activities they enjoy"* *"Invest in keeping and improving Willowbank raceway precinct"* *"Keep motorsport alive in the area, it's a part of all the key strategies mentioned"*
Celebrated history and culture	- Knowledge of our past is shared to future generations - Celebration and acknowledgement of all cultures - Historical buildings are preserved and enhanced	*"We need to celebrate and recognise Ipswich's indigenous culture and history and at the same time recognise Ipswich's European settlement, culture and beautiful heritage in its buildings"* *"Continue to create spaces and centres where the history of our city can be celebrated but also embrace our current culture e.g. the arts"* *"More chances to embrace cultures and support diverse cultures"* *"Once a year have a history and cultural festival"* *"We ensure our historic buildings and places are conserved for future generations but we mix the old with the new to make it usable"* *"Keeping the city's heritage alive"*

Participants were also asked to rate how well council is performing in its key delivery areas of: planning for sustainable development; providing and maintaining infrastructure; protecting the environment; providing community services and development; and safeguarding public health. These results, and the detailed data results from engagement phase 2, are outlined in Appendix 2.

Phase 3 Engagement Data Summary

During phase 3, the draft iFuture plan was available to the community for comment for the month of February 2021. Council asked the community to indicate their level of agreement with the proposed vision and themes shown in figures 13-17 below.

Figure 13. Have we got the vision right for the city of Ipswich?

Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response
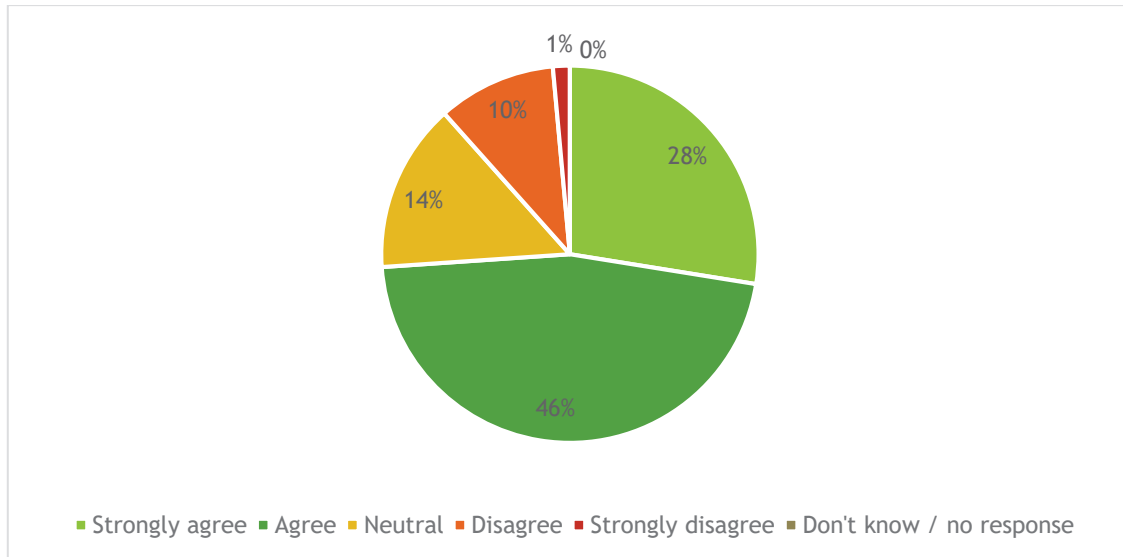
74% of respondents supported the vision statement, 14% were neutral and 12% did not support or gave no response

Figure 14. In considering our plan for 'Vibrant and Growing', have we got this right for the city of Ipswich?

Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response
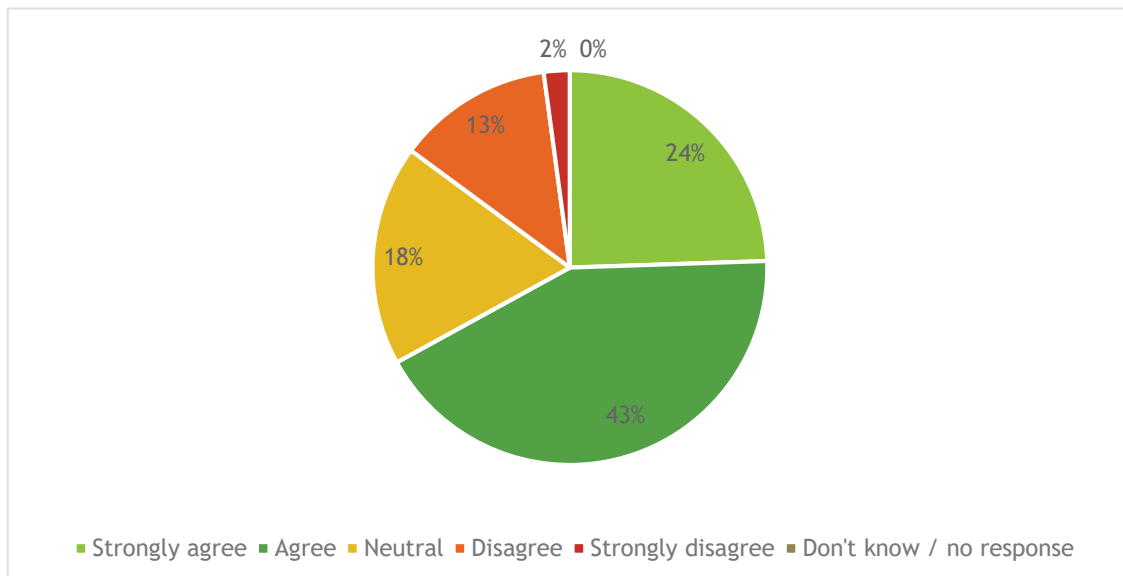
67% of respondents supported 'Vibrant and Growing', 18% were neutral and 15% did not support or gave no response

Figure 15. In considering our plan for 'Safe, Inclusive and Creative', have we got this right for the city of Ipswich?

59% of respondents supported 'Safe, Inclusive and Creative', 22% were neutral and 19% did not support or gave no response.

Figure 16. In considering our plan for 'Natural and Sustainable', have we got this right for the city of Ipswich?

66% of respondents supported 'Natural and Sustainable', 13% were neutral and 21% did not support or gave no response.
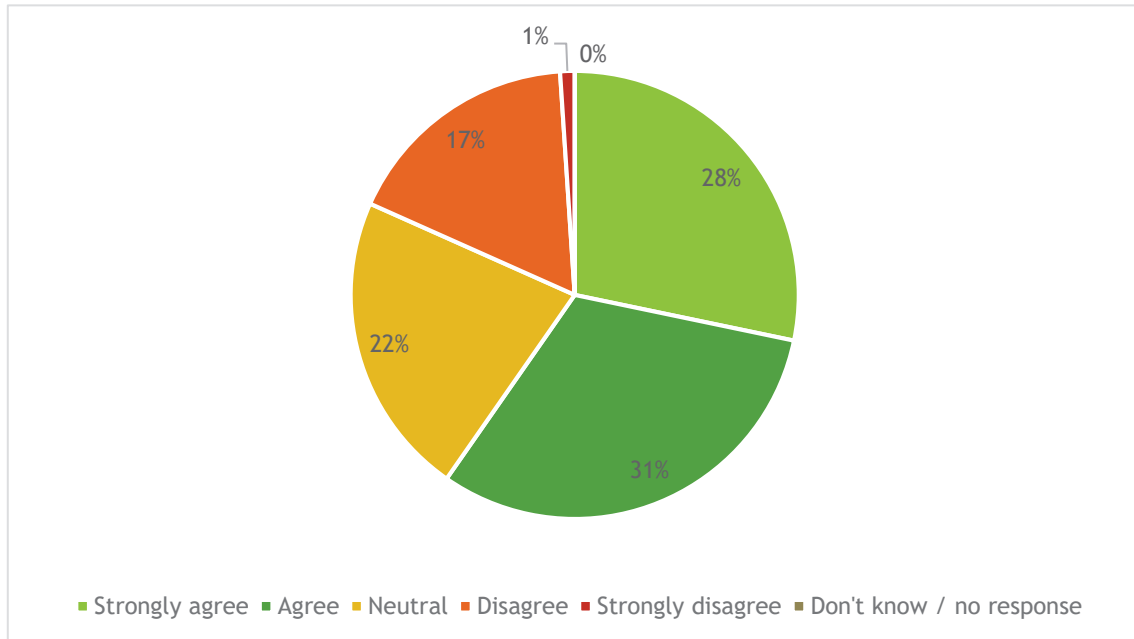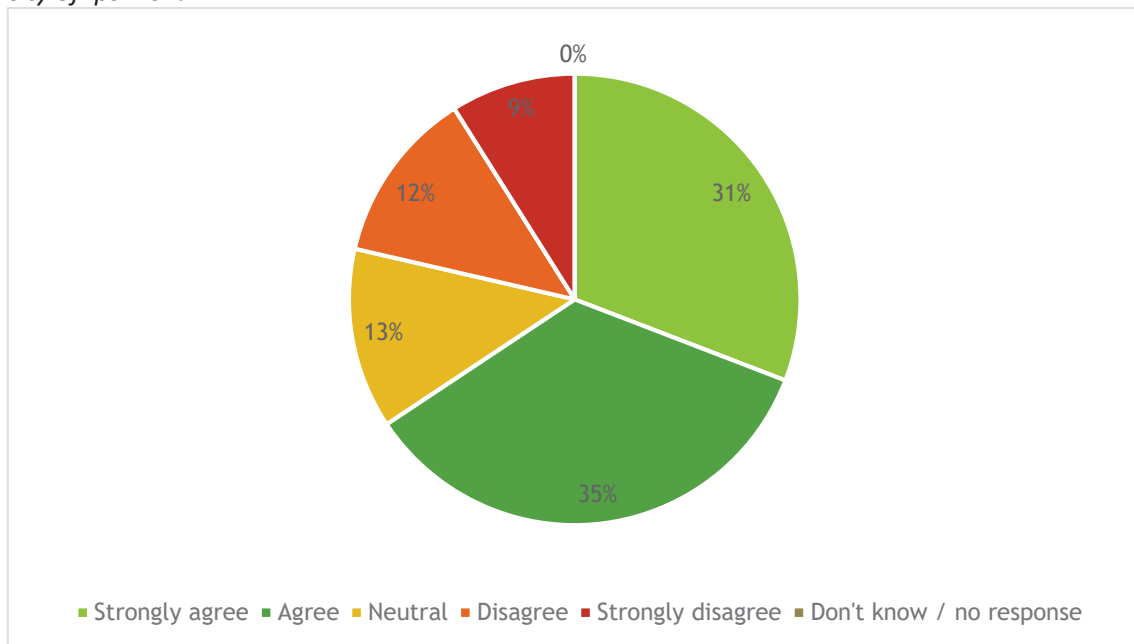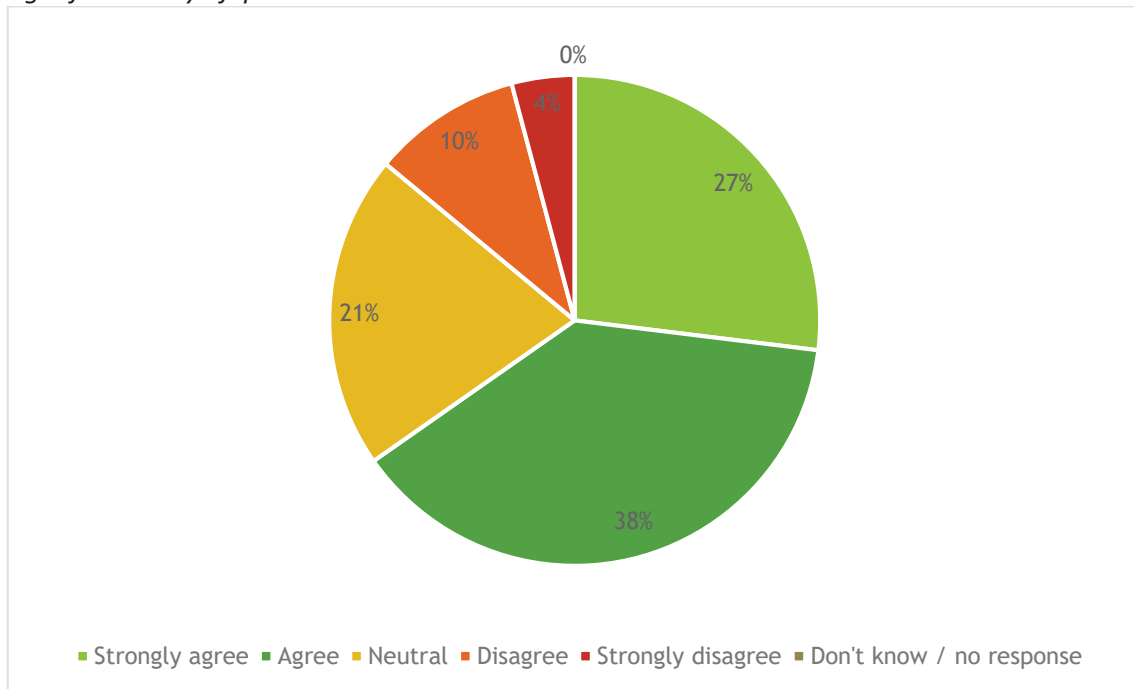
Figure 17. In considering our plan for 'A Trusted and Leading Organisation', have we got this right for the city of Ipswich?

65% of respondents supported 'A Trusted and Leading Organisation' 21% were neutral and 14% did not support or gave no response.

Council also asked the community what it could do to improve the plan. A summary of the participant feedback for Phase 3 engagement is shown below. Detailed results are in Appendix 3.

Section of plan	Frequently emerging themes - *what could Council do to improve the vision/theme?*	Examples of community sentiment
Vision	• Shorten, simplify and wordsmith the vision • Endorsement of vision • Sustainable development and growth	*"The vision should be under 50 words so it can be clearly understood and remembered"* *"Perhaps make it a bit shorter and more succinct. It is quite long"* *"I think the sentiment is right, it just needs to be worded better - either in a shorter sentence or in two sentences'* *"The vision is too long. If it were shortened substantially and the key themes were kept, I can't see that it would lose it's meaning"* *"I believe that Council have nailed the vision, we are all wanting and achieving the same goals"* *"Protect our environment, measure our air quality and our water quality. Do not let development into the suburbs that are detrimental to our health. Have stronger*

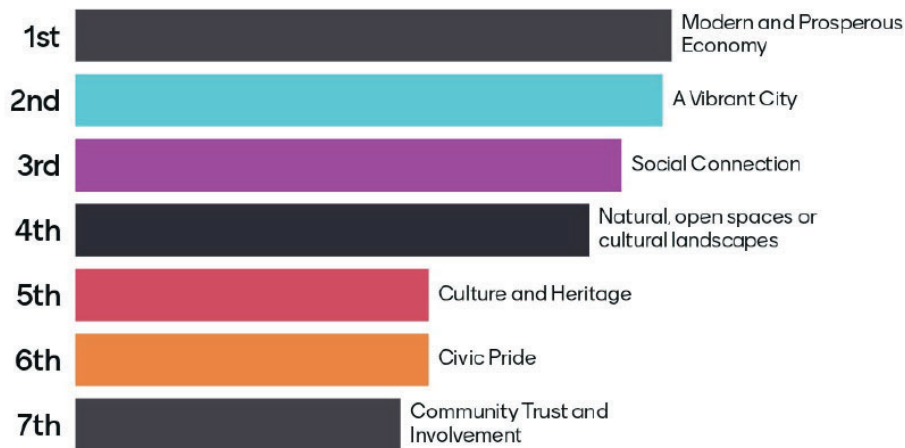| Section of plan	Frequently emerging themes - *what could Council do to improve the vision/theme?*	Examples of community sentiment
		environmental policies, avoid development that flattens every tree"
Theme 1 – Vibrant and Growing	- Improve transport - Sustainable development and growth - Good infrastructure	*"Transport/parking should be main focus with growth"* *"Road improvements"* *"With growth you need balance"* *"The growth for 2041 needs to be in the planning stage now"* *"Stop clearing land and ensure natural areas are connected"* *"Ensure we have sufficient infrastructure and current structures are maintained to handle the growth in population"* *"To deliver in 2041 we need to be planning now, investing in longer term planning and acquisition of land to ensure facilities and infrastructure can built where it is needed"*
Theme 2 – Safe, Inclusive and Creative	Enhance social and cultural outcomes: - Inclusivity - Community safety - The arts/public art	*"Elaborate on safety, not just physical safety (perceptions). More emphasis on the safe aspects"* *"Feeling safe is important….(it's the)…key to having people back in the city"* *"Inclusive transport considerations – including those who don't own a car / or have a disability and cannot drive and cannot travel after dark"* *"(we need) Education of different cultures/diversity to promote understanding"* *"(we need) Ease of access to participate in public life…for people with physical and mental disabilities...considerations of parking, inclusive language and visual supports"*
Theme 3 – Natural and Sustainable	- Retain/Regenerate/Rehabilitate natural environment and protect habitat - Greater environment and sustainability outcomes – Waste and circular economy - Greater environment and sustainability outcomes for waterways	*"Improve waste management practices and recycling"* *"(we need a) circular economy – product stewardship, renewable resources, design for sustainability. Teach our kids Sustainability"* *"When approving developments ensure green corridors are earmarked for connection. Put the onus on developers to do this - council requires more"* *"Stop knocking down trees"*

Section of plan	Frequently emerging themes - *what could Council do to improve the vision/theme?*	Examples of community sentiment
		"Bank land / acquisition of land for green corridors"
Theme 4 – A Trusted and Leading Organisation	• Rebuilding trust, transparency, accountability and integrity • Greater communication and community engagement • Good infrastructure	*"When asking for feedback or input, share the feedback and input you received. Let people know you will share all feedback before they respond."* *"Include listening to our community when making decisions/planning for the city. Include wording that reflects our purpose statement - that what Council does is to improve the quality of life for residents"* *"Trust needs to be rebuilt"* *"Lengthen timeframes to include community input…more consultation"* *"Represent (and) listen to the people. Know the community"* *"(more) access to information"* *"What Ipswich is missing is the basic infrastructure. The links are missing"* 'We need better transport routes. Roads, rail…we need to re-design our infrastructure"
Other feedback	• Improve communication and community engagement • Good governance • Positive sentiment from community	*"Use plain language"* *"Explain decisions"* *" (we need more) inclusive communication and engagement"* *"Technical experts are better equipped in dealing with some of the issues that people currently use councillors for"* *"(the) Nicholas Street Precinct event on 14 February 2021 was excellent. Ipswich City Orchestra (was) fantastic. Face-to-face conversations are very important"* *"I have recently moved here….and have been significantly impressed with the quality of Ipswich Council staff"* *"Overall the plan is good"* *" (I am) comfortable with what has been provided and read"*

Final changes to the draft iFuture plan, based on participant feedback, are detailed in the iFuture decisions register.

Appendix 1 – Phase 1 Engagement Data

Internal visioning workshop

Participants were asked to agree on the key strategic themes for the draft vision and then rank them via live polling. The key themes that emerged from the internal visioning workshop, in ranked order, were:

Rank	Theme
1st	Modern and Prosperous Economy
2nd	A Vibrant City
3rd	Social Connection
4th	Natural, open spaces or cultural landscapes
5th	Culture and Heritage
6th	Civic Pride
7th	Community Trust and Involvement

Study circles

Building on the futures visioning summit, we asked community representatives two key questions to facilitate futures visioning scenarios: *What do you love about Ipswich now?* and *What do you want people to love about Ipswich in 2040?* Analysis of the study circle data identified the following key themes:

What do you love about Ipswich now?	What do you want people to love about Ipswich in 2040?
- Open spaces - History - historical buildings, cultural heritage, character houses - Sense of community - family and all ages friendly, welcoming, diverse, safe, strong - Sporting facilities - Good available social/recreational choices - Convenient access to services - health, education, commercial - Parks and bikeways - Big house blocks - Country lifestyle	- Strong local economy - Strong local governance - Clean, accessible natural environment - Sustainable waste management - Continued sense of community - welcoming, diverse, safe, strong - Historical buildings preserved - Improved services and facilities (health, education, community centres) - Improved road infrastructure - Connected, fast public transport - Vibrant, thriving, renewed city centre - Affordable - Improved recreation, entertainment, shopping and hospitality opportunities - Plentiful, free parking - Big house blocks - Improved Ipswich brand / reputation - Convenient, relaxed lifestyle

Community reference group workshops

The community reference groups were asked to rank the importance the key themes identified in the study circle data. Common themes were assigned a colour to show the relationship between them across all stakeholder groups, and for each question. Themes not categorised during analysis are displayed in white.

Note: the themes presented to the IYAC group were taken from the IYAC study circle data set only. The themes from the Murri interagency workshop reflect the frequency of each theme and were not voted on via live polling.

Key themes from community workshops, by stakeholder group:

Stakeholder group	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
What you love about Ipswich now?					
Resilient communities CRG	Sense of community	Convenient access to services	Open spaces	Good available social/recreational opportunities	Parks and bikeways
Economic development CRG	Sense of community	Convenient access to services	Good available social/recreational opportunities Country lifestyle	Sporting facilities	Parks and bikeways
Transparent governance CRG	Sense of community	Convenient access to services	History	Good available social/recreational opportunities	Open spaces
Growth management CRG	Convenient access to services	History	Parks and bikeways	Sense of community	Open spaces
IYAC	Sense of community	Clean, accessible natural environment	Convenient access to services	Preserved historical buildings	Rich local history and cultural history
Environment CRG	Convenient access to services	Sense of community	Parks and bikeways	Country lifestyle	Good available social/recreational opportunities
Murri interagency	Sense of community	Diversity of people and culture	Nature and open spaces	Heritage	Education Youth Community safety/violence

Stakeholder group	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
What you want people to love about Ipswich in 2040?					
Resilient communities CRG	Clean accessible natural environment Convenient relaxed lifestyle	Improved services and facilities	Improved recreation, entertainment, shopping and hospitality services	Sustainable waste management	Sense of community
Economic development CRG	Strong local economy	Sense of community	Strong local governance	Improved Ipswich brand/reputation	Connected fast public transport
Transparent governance CRG	Strong local economy	Sense of community	Strong local governance	Historical buildings preserved	Affordable
Growth management CRG	Improved recreation, entertainment, shopping and hospitality services	Improved Ipswich brand/reputation	Strong local economy	Strong local governance	Improved services and facilities
IYAC	Improved health, education and community facilities	Jobs for young people	Employment opportunities	Sense of community	Better faster public transport
Environment CRG	Clean accessible natural environment	Strong local economy	Strong local governance	Sustainable waste management	Improved road infrastructure
Murri interagency	Education Community services	Heritage Representation	Opportunities	Diversity of people and culture Jobs	Sense of community

The key themes identified for now and in 2040 were compared and correlated to inform the key strategic themes in the community vision.

Comparison of key themes from community workshops:

What do you love about Ipswich now?	What do you want people to love about Ipswich in 2040?
• Sense of community	• Sense of community
• Open spaces • Parks and bikeways • Sporting facilities	• Clean accessible natural environment • Sustainable waste management

| What do you love about Ipswich now?	What do you want people to love about Ipswich in 2040?
• Clean accessible natural environment	
• Convenient access to services	• Improved services and facilities • Improved health, education and community facilities • Education • Community services
• History and heritage	• History and heritage
• Social/recreational opportunities	• Improved recreation, entertainment, shopping and hospitality services
	• Strong local economy
	• Strong local governance

The outputs from both the internal and external workshops were then used to develop the draft community vision and themes.

Appendix 2 – Phase 2 Engagement Data

The draft vision statement developed from phase 1 visioning was presented for community input:

Ipswich (Tulmur) 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. 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 active green spaces that connect us to the land and where we can enjoy creative and sports, active recreation or relaxing time with our families and loved ones. Our rich Indigenous, European and multicultural histories and cultural landscapes are treasured and celebrated. 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.

How much do you agree with this draft vision statement?
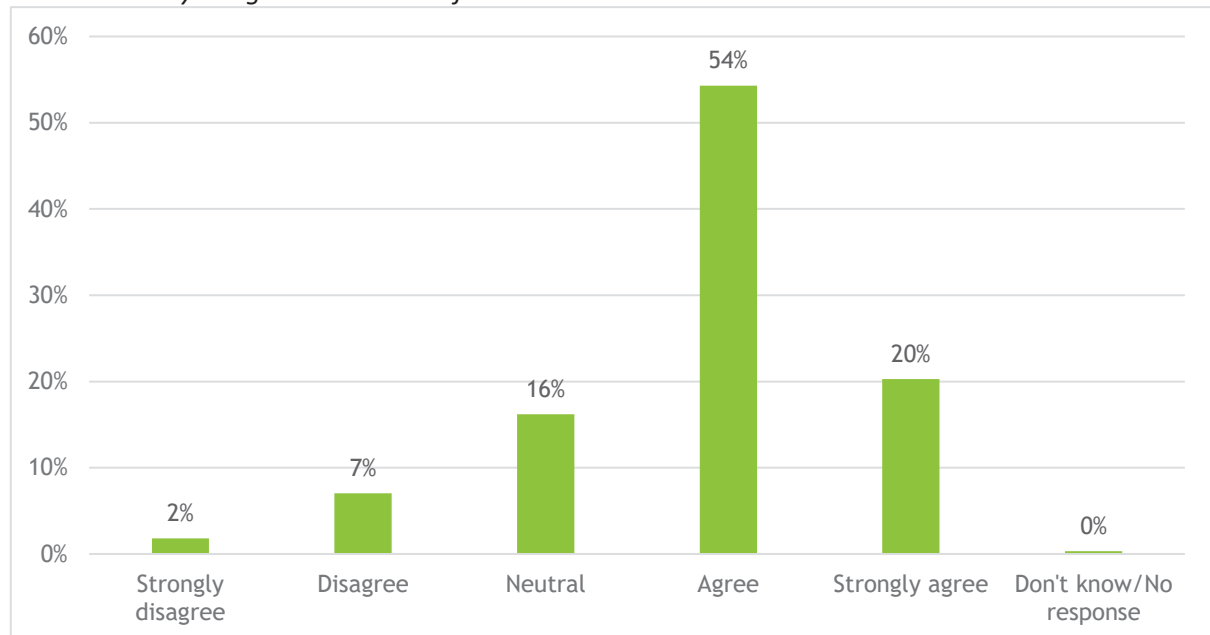
Following the Phase 1 Engagement, the seven (7) strategic themes formed at the internal visioning workshop were consolidated to six (6) focus areas:
- Strong and modern economy
- Sense of community
- Clean natural environment and open spaces
- Accessible community services
- Active places and spaces
- Celebrated history and culture

How much do you agree or disagree with 'Strong Modern Economy'
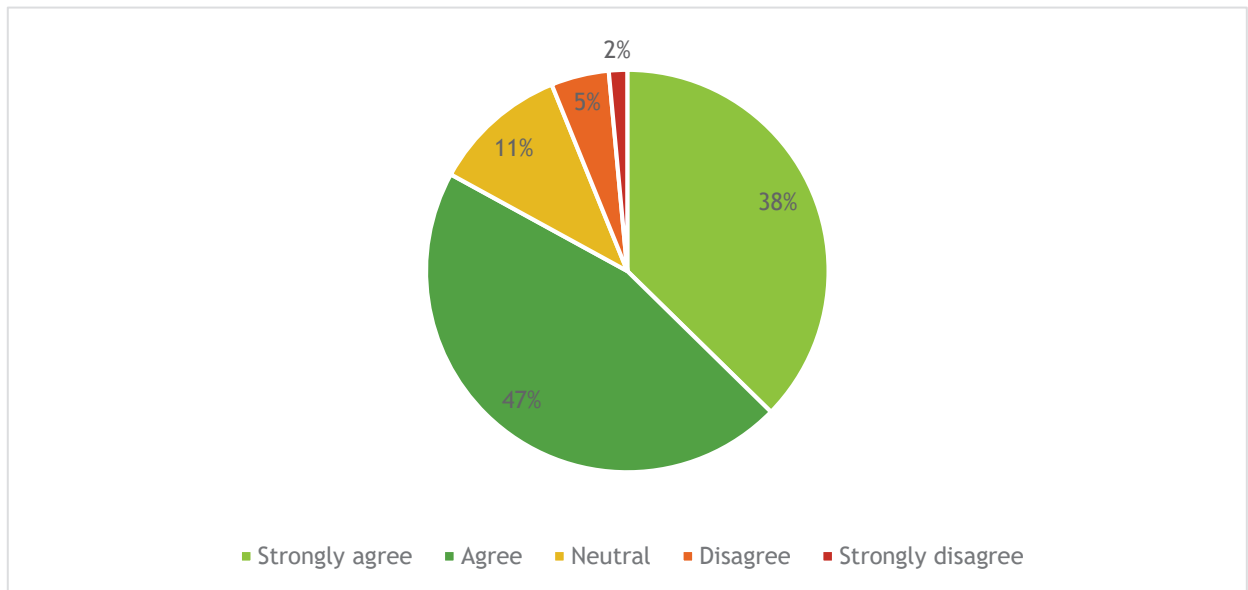
2%

5%

11%

38%

47%

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

85% of respondents strongly agreed or agreed with the theme 'Strong Modern Economy', while 11% were neutral and 7% strongly disagreed or disagreed

How much do you agree or disagree with 'Sense of Community'

1%

4%

10%

44%

43%

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree
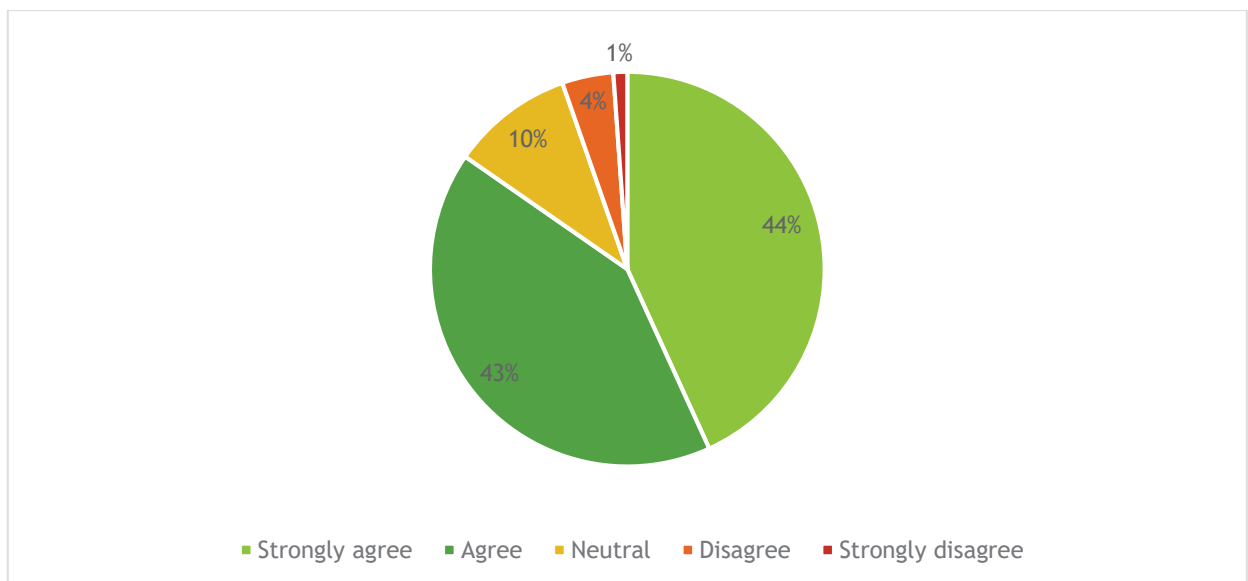
87% of respondents strongly agreed or agreed with the theme 'Sense of Community', while 10% were neutral and 5% strongly disagreed or disagreed

How much do you agree or disagree with 'Clean Natural Environment and Open Spaces

88% of respondents strongly agreed or agreed with the theme 'Clean Natural Environment and Open Spaces', while 8% were neutral and 7% strongly disagreed or disagreed

How much do you agree or disagree with 'Accessible Community Services'

85% of respondents strongly agreed or agreed with the theme 'Accessible Community Services', while 12% were neutral and 5% strongly disagreed

How much do you agree or disagree with 'Active Places and Spaces'

43%

47%

9%

3%

1%

■ Strongly agree   ■ Agree   ■ Neutral   ■ Disagree   ■ Strongly disagree

90% of respondents strongly agreed or agreed with the theme 'Active Places and Spaces', while 9% were neutral and 4% strongly disagreed or disagreed.

How much do you agree or disagree with 'Celebrated History and Culture'

32%

47%

17%

6%

1%

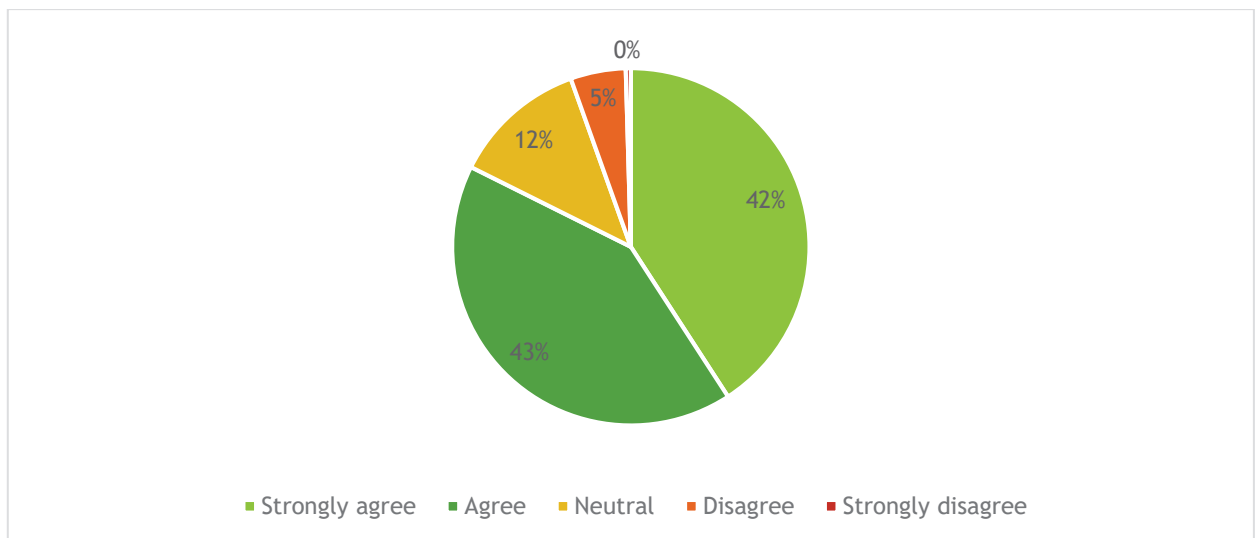■ Strongly agree   ■ Agree   ■ Neutral   ■ Disagree   ■ Strongly disagree

79% of respondents strongly agreed or agreed with the theme 'Celebrated History and Culture', while 17% were neutral and 7% strongly disagreed or disagreed.

Engagement Question	Emerging theme	Frequency
Please describe the most important outcome for you regarding 'Strong modern economy'	Unemployment is low	79
	Businesses are thriving in Ipswich	54
	There is an evolution of traditional businesses	36
	Resources are prioritised	31
	Our city centres are thriving and retains services to Ipswich	17
	Ipswich is known for its attractions	15

| Engagement Question	Emerging theme	Frequency
	Ipswich is an affordable city to live	8
	Variety of education opportunities including alternative methods	7
	Ipswich has a focus on clean industry as a leading employment stream	5
	A circular economy is established in Ipswich	2
	Council advocates for regionally significant projects	1
	There are flexible employment opportunities available.	1
Please describe the most important outcome for you regarding 'Sense of Community'	Our community lives together in harmony regardless of our backgrounds, cultures and religions	74
	Activities are varied with opportunities for all to participate	73
	Ipswich Brand is positive and inclusive	33
	The residents feel heard and engaged	18
	Prevention is a focus for Ipswich	16
	Services are local to each city centre	15
	Active transport is available and safe	6
	There are high levels of volunteering in community	6
	We unite in time of need and to celebrate	4
	The community knows what Ipswich has to offer	3
	The CBD is alive with music and eateries	1
Please describe the most important outcome for you regarding 'clean natural environment and open spaces'	Improved recycling and better waste management infrastructure	101
	Parks and open spaces are maintained for activation	49
	Fusion of development and environment	43
	Balance activation of natural environment and conservation	31
	Revegetation of sites that have been developed	21
	Waterway health is improved	14
	Wildlife are protected	12
	Industry is not impacting housing developments	8
	Odour is managed from landfill sites	7
	Active transport is available and safe	3
	Cultural landscapes are protected	3
Please describe the most important outcome for you regarding 'Accessible community services'	Services are sustainable as they address community need and support growth	54
	Public transport is available and an easier choice	51
	Infrastructure supports access for all abilities	29
	Services are local to each city centre	24
	The community knows what Ipswich has to offer	20
	Assets are used to address community need	11
	Connected transport / travel with CBD and suburbs incl. parking	9
	Public facilities such as bins, toilets etc are available in convenient locations	5

Engagement Question	Emerging theme	Frequency
	Technology is utilised to increase accessibility	4
	Ensure maintenance of existing assets balance with growth of new	4
	Prevention is a focus in Ipswich	4
	Partnerships are formed to utilise resources	3
	Facilities are available 24/7	2
	Duplication is identified and unified	1
	The community is prepared for emergencies and natural disasters	1
Please describe the most important outcome for you regarding 'Active places and spaces'	People are able to stay active and healthy using spaces in their suburb	80
	Activities are varied with opportunities for all to participate	54
	There are spaces available for motorsports that can attract visitors	40
	Activate existing infrastructure to create a vibrant city	22
	Our city is connected and linked	7
	All assets are utilised to their full capacity	6
	There are places and activities open at night / 24/7 for people to engage in	5
	Ipswich is known for incredible spaces for recreation such as Kholo, Colleges Crossing etc	4
	Public transport is available and an easier choice	4
	The CBD is alive with music and eateries	4
	People feel safe moving around their community	1
Please describe the most important outcome for you regarding 'Celebrated history and culture'	Knowledge of our past is shared to future generations	53
	Celebration and acknowledgement of all cultures	48
	Historical buildings are preserved and enhanced	13
	Use learnings from the past to guide the future	12
	Our community lives together in harmony regardless of our backgrounds, cultures and religions	11
	There is focus on car-culture as a defining identity for Ipswich	9
	Cultural landmarks are acknowledged and respected	6
	Acknowledgement of the defence services	4
	The Arts are promoted and make the city a vibrant experience for all visitors	3

Participants were asked 'Overall, how well do you think Council is performing in its key areas?'
- Planning for sustainable development
- Providing and maintaining infrastructure
- Protecting the environment
- Providing community services and development
- Safeguarding public health

How well do you think council is performing in the key area of 'Planning for sustainable development'?
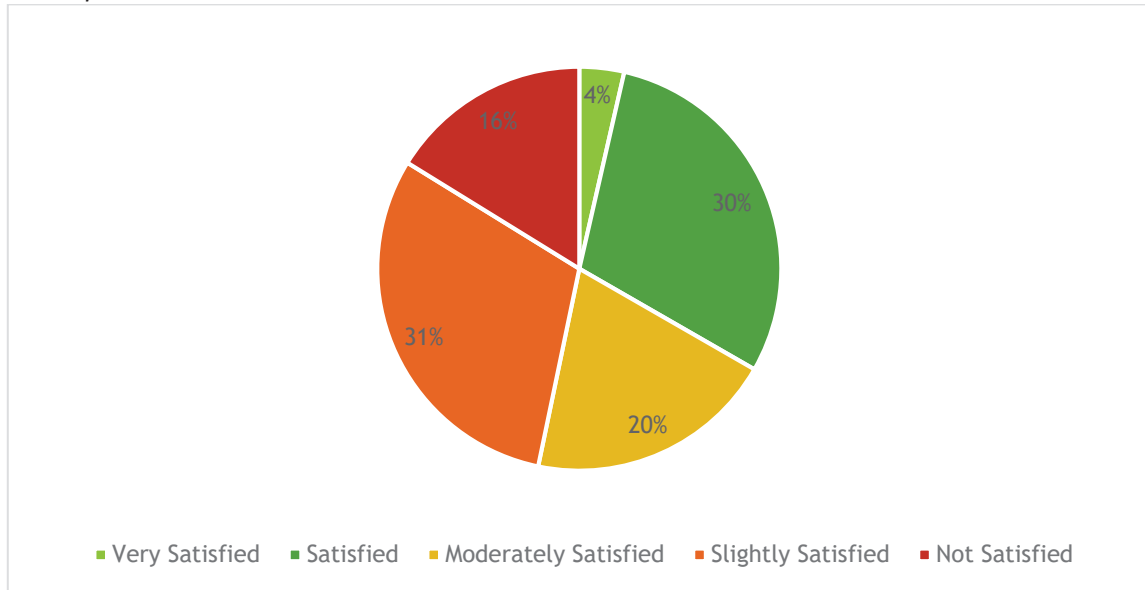
34% of repsondants are very satisfied or satisfied, 20% are moderately satisfied while 31% are only slightly satisfied and 16% are not satisfied.

How well do you think council is performing in the key area of 'Providing and maintaining infrastructure'?
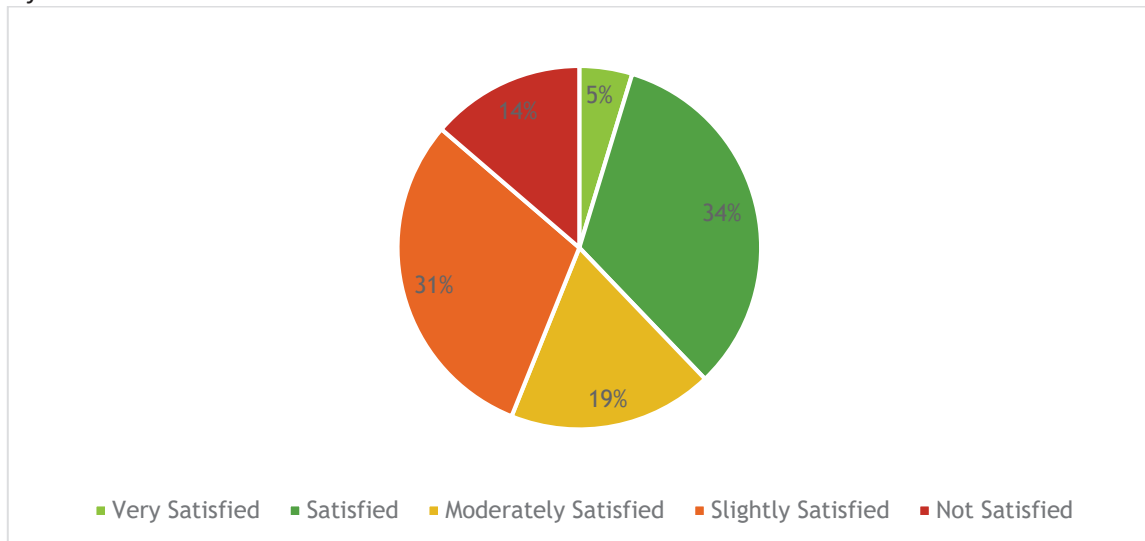
39% of respondents are very satisfied or satisfied, 19% are moderately satisfied while 31% are only slightly satisfied and 14% are not satisfied.

How well do you think council is performing in the key area of 'Protecting the environment'?

Very Satisfied 5% · Satisfied 26% · Moderately Satisfied 21% · Slightly Satisfied 32% · Not Satisfied 18%

31% of respondents are very satisfied or satisfied, 21% are moderately satisfied while 32% are slightly satisfied and 18% are not satisfied.

How well do you think council is performing in the key area of 'Providing community services and development?'

Satisfied 37% · Very Satisfied 7% · Moderately Satisfied 20% · Slightly Satisfied 28% · Not Satisfied 10%

44% of respondents are very satisfied or satisfied, 20% are moderately satisfied while 28% are slightly satisfied and 10% are not satisfied.

How well do you think council is performing in the key area of 'Safeguarding public health'?

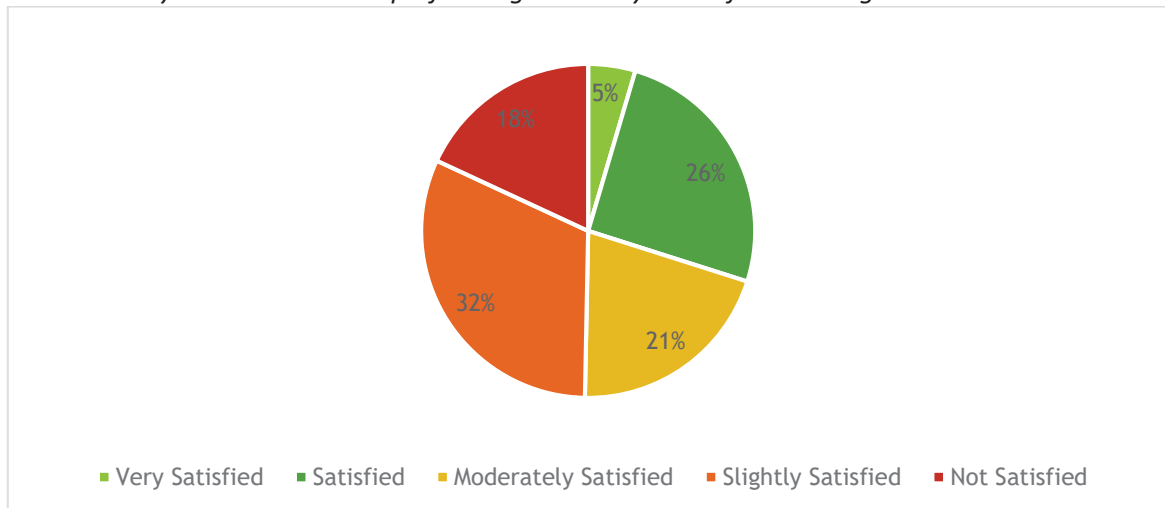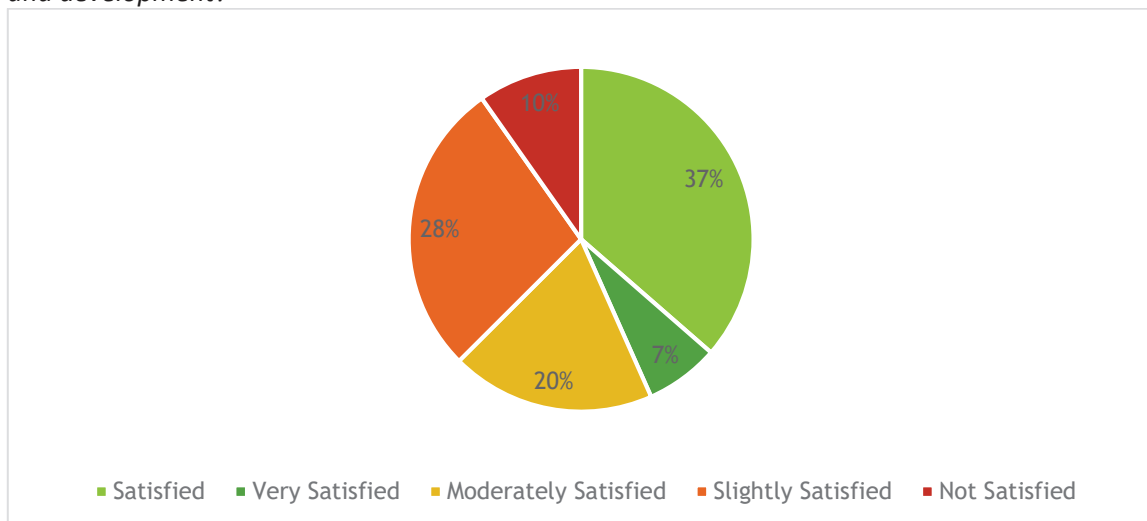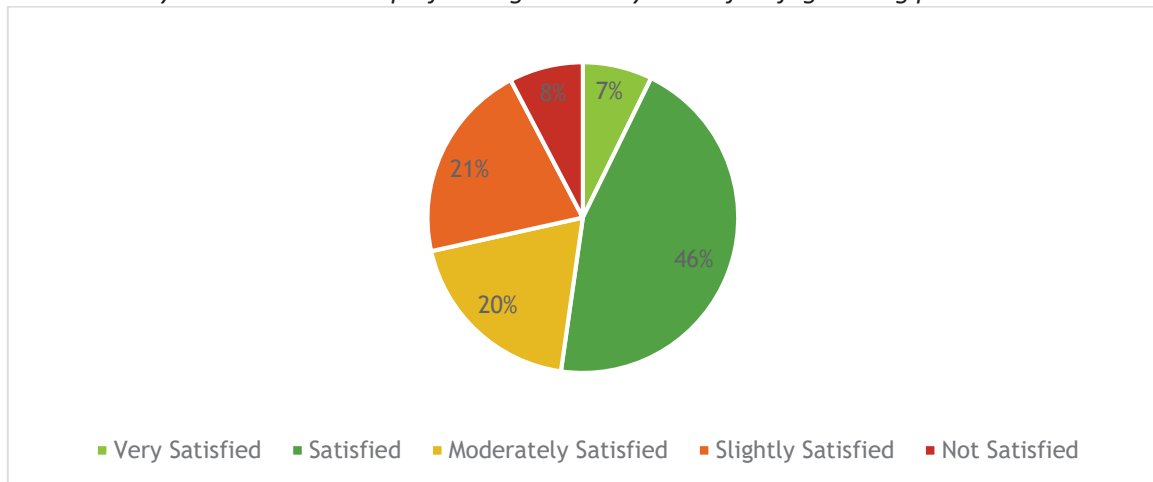Very Satisfied ▪ Satisfied ▪ Moderately Satisfied ▪ Slightly Satisfied ▪ Not Satisfied

53% of respondents are very satisfied or satisfied, 20% are moderately satisfied while 21% are slightly satisfied and 8% are not satisfied.

Appendix 3 – Phase 3 Engagement Data

Have we got the vision right for the city of Ipswich?

Pie chart with segments: Strongly agree 28%, Agree 46%, Neutral 14%, Disagree 10%, Strongly disagree 1%, Don't know / no response 0%.

Legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response
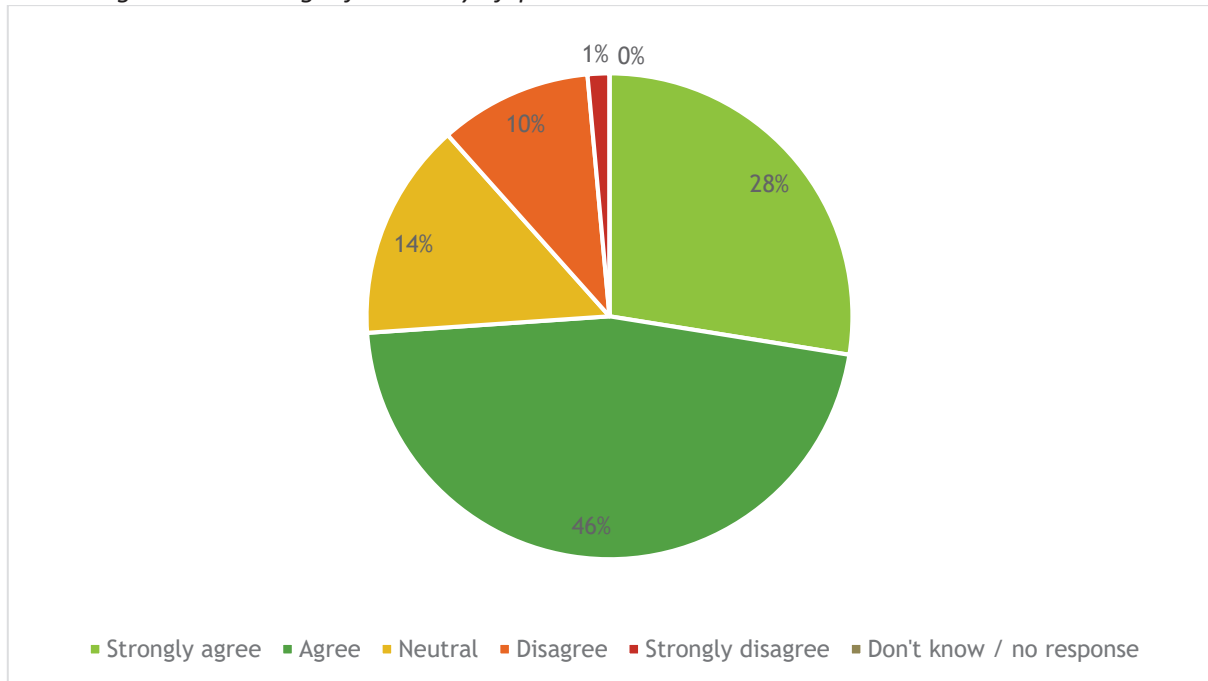
74% of respondents either agreed or strongly agreed that we got the vision right. 14% were neutral and 11% either disagreed or strongly disagreed.

In considering our plan for 'Vibrant and Growing', have we got this right for the city of Ipswich?

Pie chart with segments: Strongly agree 24%, Agree 43%, Neutral 18%, Disagree 13%, Strongly disagree 2%, Don't know / no response 0%.

Legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response
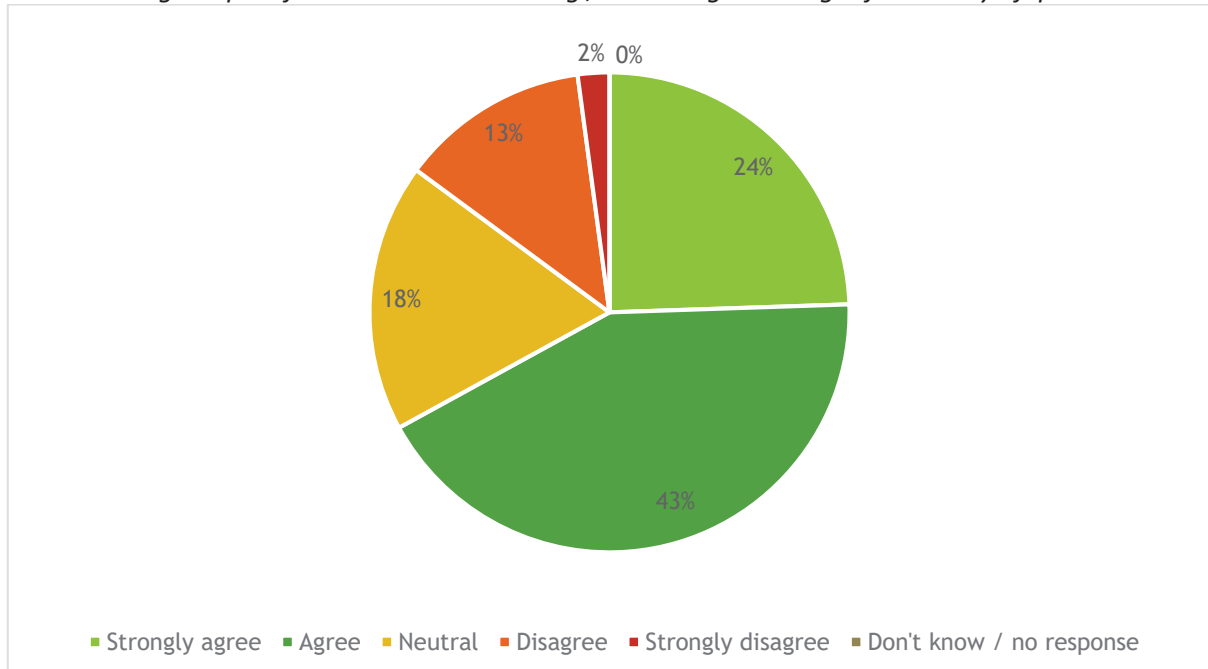
66% of respondents either agreed or strongly agreed that we got our plan for 'Vibrant and Growing' right. 18% were neutral and 15% either disagreed or strongly disagreed.

In considering our plan for 'Safe, Inclusive and Creative', have we got this right for the city of Ipswich?

Legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response
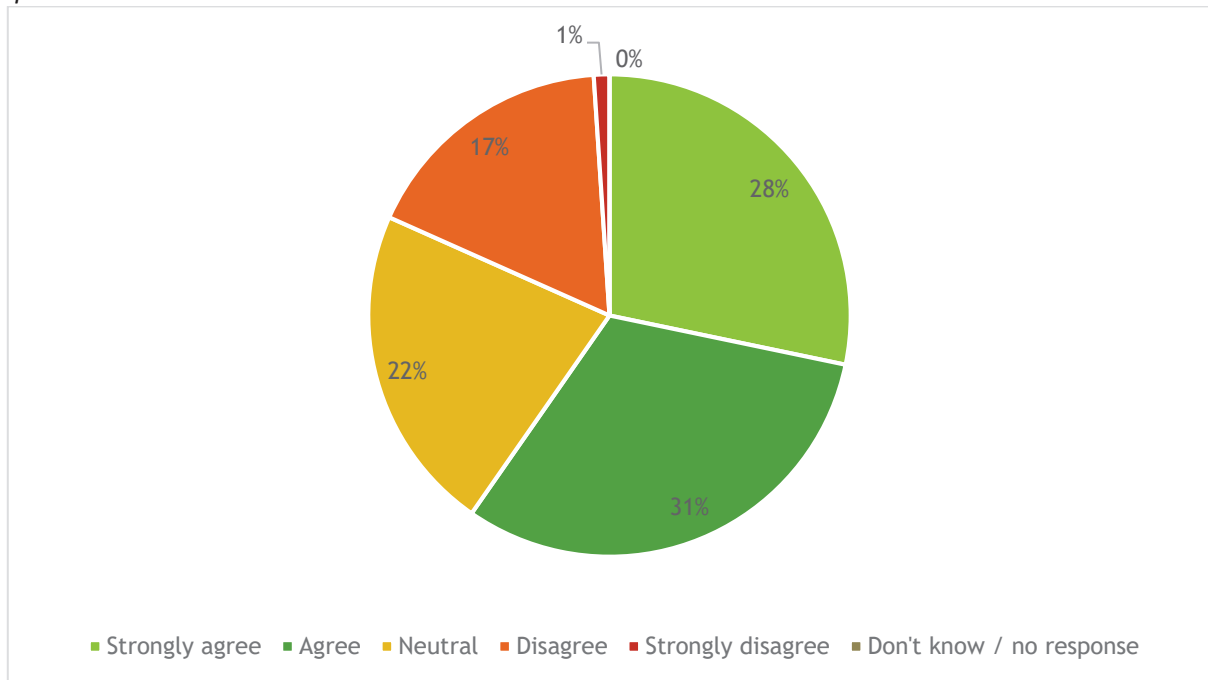
59% of respondents either agreed or strongly agreed that we our plan for 'Safe, Inclusive and Creative' right. 22% were neutral and 18% either disagreed or strongly disagreed.

In considering our plan for 'Natural and Sustainable', have we got this right for the city of Ipswich?

Legend: ■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree ■ Don't know / no response

66% of respondents either agreed or strongly agreed that we our plan for 'Natural and Sustainable' right. 13% were neutral and 21% either disagreed or strongly disagreed.
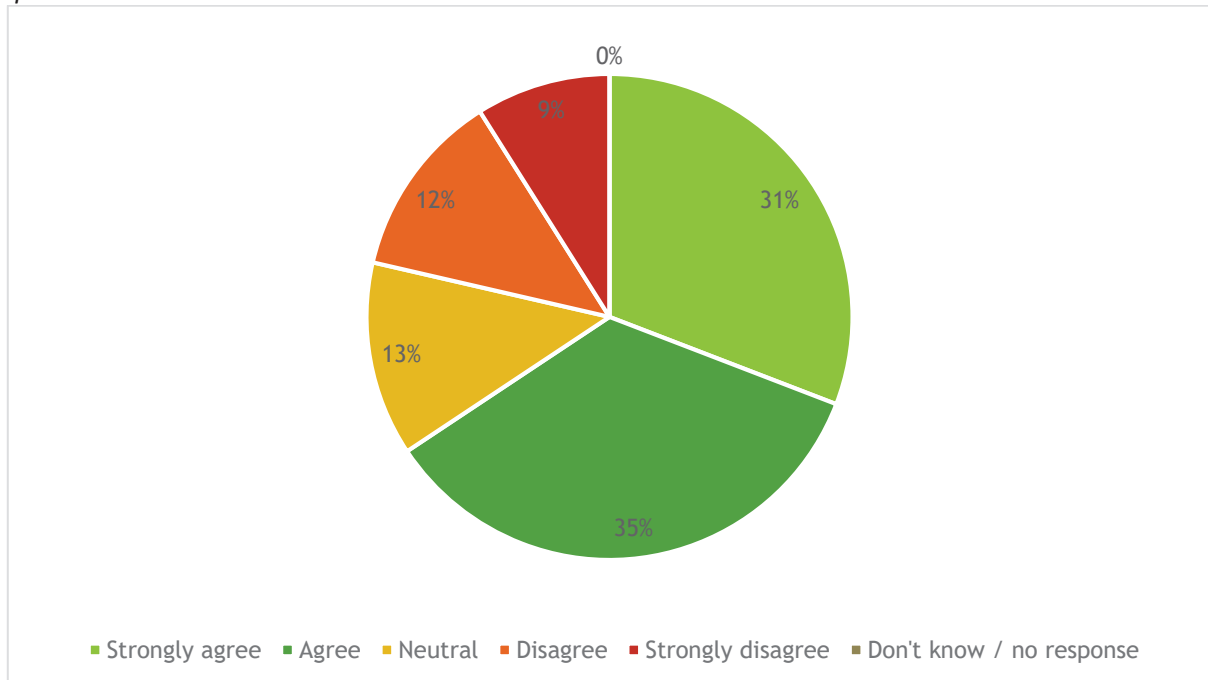
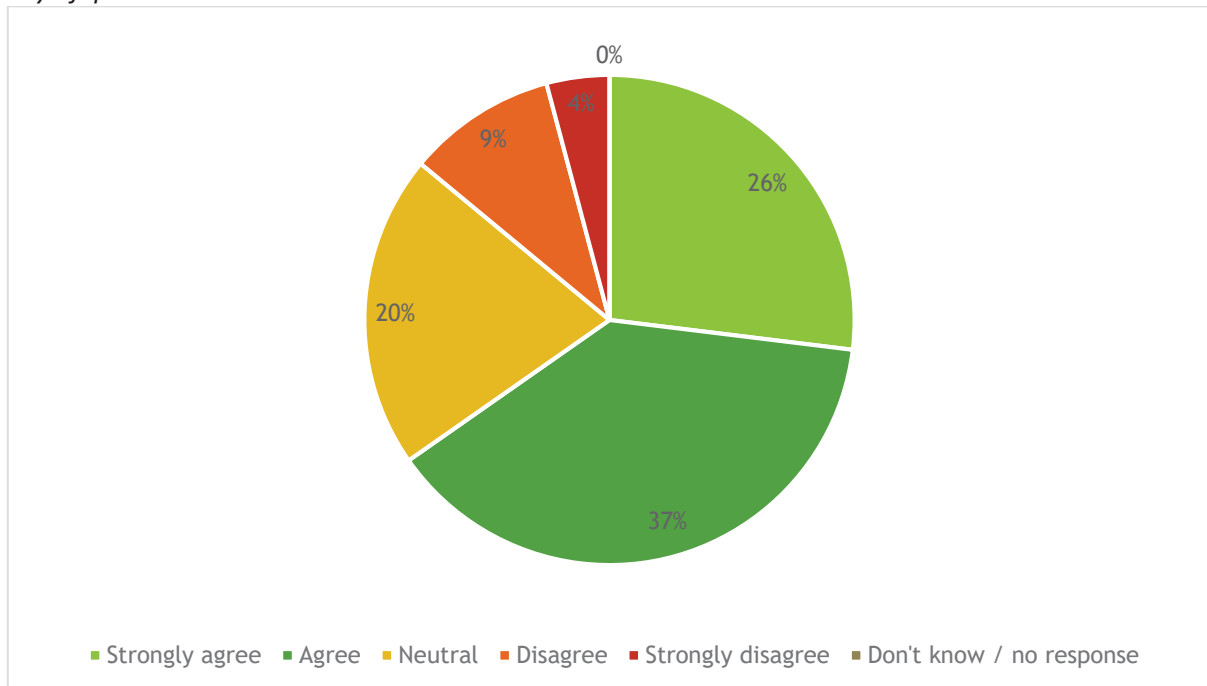*In considering our plan for 'A Trusted and Leading Organisation', have we got this right for the city of Ipswich?*

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- Don't know / no response

63% of respondents either agreed or strongly agreed that we our plan for 'A Trusted and Leading Organisation' right. 20% were neutral and 13% either disagreed or strongly disagreed.

Engagement question	Emerging theme	Frequency
What can council do to improve the vision?	Shorten, simplify and wordsmith	27
	Endorsement of vision	12
	Sustainable population growth and development - general	10
	Greater communication and community engagement	7
	Enhance social and cultural outcomes - inclusivity	7
	Greater recognition and respect for ATSI people and culture	7
	Ensure the vision is achievable and achieved	6
	Other	6
	Enhance economic opportunities - innovation	5
	Enhance economic opportunities - tourism	5
	Sustainable population growth and development – Priority Development Areas	5
	Good infrastructure	4
	Enhance economic opportunities - CBD	3
	Enhance environment and sustainability outcomes - general	3
	Enhance environment and sustainability outcomes - natural environment	3
	Enhance social and cultural outcomes - the arts	3
	Enhance social and cultural outcomes - community safety	3
	Improve governance	3
	Enhance sporting and recreational outcomes	3
	Enhance economic opportunities - markets	2
	Enhance economic opportunities - employment	2

Engagement question	Emerging theme	Frequency
	Enhance social and cultural outcomes - socio economic parity	2
	Enhance social and cultural outcomes - services	2
	Enhance environment and sustainability outcomes - waste	2
	More engagement with 'hard-to-reach' groups	2
	Sustainable population growth and development - equitable distribution of resources	2
	Better infrastructure - 2nd bridge	1
	Improve Transport	1
	Conserve historical buildings	1
	Enhance social and cultural outcomes - public art	1
	Improve maintenance and public amenity	1
	Enhance social and cultural outcomes - inclusiveness	1
What could council do to improve our plan for 'Vibrant and Growing'?	Improve Transport	17
	Sustainable population growth and development - general	16
	Good infrastructure	13
	Enhance economic opportunities - CBD	11
	Enhance economic opportunities - general	10
	Enhance economic opportunities - employment	8
	City of centres comment	7
	Shorten, simplify and wordsmith	7
	Greater environment and sustainability outcomes	7
	Revitalise existing suburbs	7
	Enhance sporting and recreational outcomes	6
	Greater communication and community engagement	5
	Education opportunities	5
	Enhance economic opportunities - tourism	4
	Connected	2
	Enhance economic opportunities - innovation	2
	Enhance economic opportunities - markets	2
	Encourage small business growth	1
	Enhance social and cultural outcomes - community safety	1
	Enhance social and cultural outcomes - inclusivity	1
	Enhance social and cultural outcomes - services	1
What could council do to improve our plan for 'Safe, Inclusive and Creative'?	Enhance social and cultural outcomes - inclusivity	19
	Enhance social and cultural outcomes - community safety	18
	Enhance social and cultural outcomes - the arts	15
	Other	10
	Greater communication and community engagement	8
	Positive sentiment	7

Engagement question	Emerging theme	Frequency
	Shorten, simplify and wordsmith	6
	Enhance social and cultural outcomes - public art	5
	Enhance social and cultural outcomes - services	4
	Enhance social and cultural outcomes - community support	4
	Enhance sporting and recreational outcomes	4
	Enhance cultural heritage	3
	Enhance disaster management	3
	Improve Transport	3
	Negative sentiment	3
	Enhance social and cultural outcomes - socio economic parity	2
	Greater recognition and respect for ATSI people and culture	2
	Revitalise existing suburbs	2
	Enhance economic opportunities - employment	1
	Enhance economic opportunities - CBD	1
	Enhance economic opportunities - innovation	1
	Enhance economic opportunities - markets	1
	Enhance economic opportunities - tourism	1
	Good infrastructure	1
	More engagement with 'hard-to-reach' cohorts	1
	Greater environment and sustainability outcomes - Waste	1
	Connection	1
What could council do to improve our plan for 'Natural and Sustainable'?	Greater environment and sustainability outcomes - Retain/Regenerate/Rehabilitate natural environment and protect habitat	40
	Greater environment and sustainability outcomes - Waste	34
	Greater environment and sustainability outcomes – waterways	15
	Greater environment and sustainability outcomes -Nature based recreation	14
	Greater environment and sustainability outcomes - Open spaces / natural areas	12
	Shorten, simplify and wordsmith	12
	Greater environment and sustainability outcomes	11
	Greater environment and sustainability outcomes - circular economy	10
	Improve transport	9
	Enhance social and cultural outcomes - community support	6
	Greater environment and sustainability outcomes – Education	6
	Other - Enforcement against environmental breaches	5
	Positive sentiment	5
	Sustainable population growth and development - general	5
	Other	4
	Revitalise existing suburbs	4

Engagement question	Emerging theme	Frequency
	Enhance economic opportunities - tourism	3
	Ensure the vision is achievable	3
	No improvement required	3
	Other – idea	3
	Conserve historical buildings	2
	Enforcement against environmental breaches	2
	Enhance economic opportunities - innovation	2
	Greater recognition and respect for ATSI people and culture	2
	Zoning considerations	2
	Endorsement of vision	1
	Enhance economic opportunities - general	1
	Greater environment and sustainability outcomes - Partnerships	1
	Greater environment and sustainability outcomes – Regeneration	1
	Greater environment and sustainability outcomes - Renewable resources/energy	2
	Sustainable	1
What could council do to improve our plan for 'Trusted and Leading Organisation'?	Rebuilding trust, transparency and accountability and integrity	34
	Greater communication and community engagement	33
	Good infrastructure	13
	Other	13
	Ensure the vision is achievable and achieved	6
	Greater environment and sustainability outcomes	5
	No improvement required	4
	Be more pro-active	3
	Sense of community/more working/connected with the community	3
	Shorten, simplify and wordsmith	3
	Modern organisation and workforce	2
	Processes easy to follow	2
	Staff focus	2
	Community pride	1
	Enhance economic opportunities - employment	1
	Enhance social and cultural outcomes - inclusivity	1
	Good governance	1
	Improve Transport	1
	Improvement opportunity	1
	Leadership	1
	More activities/entertainment for the community	1
	Sustainable population growth and development - general	1
	Value staff	1

Engagement question	Emerging theme	Frequency
Do you have any other thoughts you would like to share?	Greater communication and community engagement	11
	Good governance	10
	Positive sentiment	9
	Improve Transport	8
	Enhance economic opportunities - CBD	6
	Shorten, simplify and wordsmith	6
	Other	5
	Enhance economic opportunities - employment	4
	Greater environment and sustainability outcomes - Waste	4
	Greater environment and sustainability outcomes - Retain/Regenerate/Rehabilitate natural environment	3
	Greater environment and sustainability outcomes - Waterways	3
	Endorsement of vision	2
	Enhance social and cultural outcomes - services	2
	Enhance social and cultural outcomes - socio economic parity	2
	Enhance sporting and recreational outcomes	2
	Ensure the vision is achievable and achieved	2
	Negative sentiment	2
	Prioritise	2
	Enhance cultural heritage	1
	Enhance economic opportunities - tourism	1
	Enhance social and cultural outcomes - inclusivity	1
	Enhance social and cultural outcomes - community support	1
	Good infrastructure	1
	Greater ATSI contribution	1
	Greater environment and sustainability outcomes	1
	Improve measures	1
	Revitalisation of existing suburbs	1