



An Australian Government Initiative



IPSWICH & WEST MORETON

Strategic Plan

Local people creating local opportunities.

2026 - 2030





Overview

The Regional Development Australia (RDA) program is a national network of RDAs which are critical to the delivery of the Australian Government's vision for regional Australia of regions that are strong, connected and resilient.

RDAs play a role in helping to drive economic growth, innovation and entrepreneurship in regions through facilitating investment in community, industry and the environment. RDAs assist to bridge the regional development gaps in regions by working with a broad range of stakeholders across sectors and supporting the delivery of identified Australian Government strategic priorities.



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Our Committee

Local leadership, regional insight, shared commitment.

RDA Ipswich & West Moreton is guided by a Committee with deep local knowledge, strong regional connections and broad experience across local government, business, agriculture, education, training, industry, infrastructure, governance and public policy. Committee members bring practical insight from across Ipswich, Lockyer Valley, Scenic Rim and Somerset, helping ensure the region's priorities are informed by lived experience, local leadership and a clear understanding of both urban growth and rural opportunity.



Cr Nicole Jonic
Chair



Katey Banks
Deputy Chair



Cr Sally Jess
Secretary



Cr Anthony Wilson
Treasurer



Cr Duncan McInnes
Member



Cheryl Gaedtke
Member



Stephen Robertson
Member

Chair's Message

Supporting regional growth, workforce development, infrastructure advocacy, investment, and community resilience across Ipswich and West Moreton.

This Strategic Plan 2026–2030 sets the direction for Regional Development Australia Ipswich & West Moreton over the next four years and reflects our commitment to practical, place-based regional development. Guided by the Australian Government's Regional Investment Framework, the Plan provides a clear focus for how the Committee will work with government, industry, local councils, education providers and communities to strengthen regional prosperity through evidence-based decision-making, collaboration and local leadership.

Ipswich and West Moreton is one of Southeast Queensland's most dynamic and diverse regions. Across Ipswich, Lockyer Valley, Scenic Rim and Somerset, strong population growth, changing industries and emerging opportunities are creating both significant potential and increasing pressure on infrastructure, housing, workforce participation, transport, digital connectivity and essential services. While each local government area has distinct strengths, all share a common need for coordinated investment that reflects local priorities and supports long-term economic resilience.

This Strategic Plan recognises those differences while identifying the opportunities that unite the region. It builds on the strengths of Ipswich's expanding urban economy, Lockyer Valley's nationally significant agricultural sector, Scenic Rim's growing visitor economy and food industries, and Somerset's strong rural communities, natural resources and lifestyle appeal. Through regional intelligence, partnerships and advocacy, RDA Ipswich & West Moreton will help ensure these strengths translate into sustainable growth and greater investment confidence.

The Plan establishes six strategic priorities that will guide our work to 2030: regional intelligence and advocacy; workforce, skills and inclusive participation; investment and industry development; infrastructure and regional services; net zero and resilience; and partnerships and governance. Together, these priorities provide a practical framework for supporting projects, strengthening regional capability, informing government policy and helping communities respond to structural change.

As Chair, I am confident this Strategic Plan provides a strong foundation for the years ahead. By working collaboratively and remaining focused on evidence, local opportunity and long-term outcomes, RDA Ipswich & West Moreton will continue to connect people, places, services, industries and local economies, ensuring our region remains well positioned to benefit from future investment and create lasting opportunities for our communities.

Cr Nicole Jonic
Chair
Regional Development Australia Ipswich & West Moreton Inc.



Regional Development Australia Ipswich & West Moreton

Connecting local priorities with national opportunities to strengthen the future of Ipswich, Lockyer Valley, Scenic Rim and Somerset.

Overview

The Regional Development Australia (RDA) program is a national network of RDAs, which are critical to the delivery of the Australian Government's vision for regional Australia: strong, connected and resilient regions.

RDAs play a role in driving economic growth, innovation and entrepreneurship in regions by facilitating investment in community, industry and the environment. RDAs assist in bridging regional development gaps by working with a broad range of stakeholders across sectors and supporting the delivery of identified Australian Government strategic priorities.

Vision

RDAIWM envisages a future where Ipswich and West Moreton is connected, resilient, and ready for investment. In this region, people, places, services, industries, and local economies all grow and succeed together.

Mission

To provide trusted regional leadership, evidence-based advice, and practical partnerships that strengthen economic development, workforce participation, infrastructure advocacy and community resilience across Ipswich, Lockyer Valley, Scenic Rim and Somerset.



Regional Outlook 2026-2030

Understanding the economic, demographic and workforce trends shaping the future of Ipswich and West Moreton.

The Ipswich and West Moreton region is set for strong growth, though it is not evenly distributed. Ipswich stands out as one of Queensland's fastest-growing cities, thanks to its young population, large areas of industrial land, key transport links, and strong sectors in manufacturing, health, defence, logistics, and construction. The Ipswich City Council's Economic Development Strategy focuses on population growth, creating local jobs, attracting investment, improving liveability, and building stronger partnerships.

Lockyer Valley's main priorities are agriculture, manufacturing, education, construction, and transport and logistics. The region is also looking at new opportunities in health and social services, innovation and technology, tourism, sustainable water supply, and other projects that help build the region.

Scenic Rim's Economic Development Strategy for 2026 to 2030 focuses on business and industry, tourism and events, and the people and places that make up the region. The strategy points to opportunities in agribusiness, tourism, food processing, advanced manufacturing, resource recovery, logistics, equine industries, and professional services. It also notes that limits in infrastructure, workforce, water, energy, communications, and accommodation are barriers to growth.

Somerset's Economic Development Strategy outlines the region's next phase of growth, which is based on agriculture, food production, tourism, professional services, affordable housing, and lifestyle-driven population growth. The strategy also highlights key challenges, such as poor mobile and internet connectivity, road infrastructure, housing, childcare, limited industrial land, and attracting workers.

The Wivenhoe Local Jobs Plan highlights ongoing challenges with workforce participation in the wider region. It points to long-term and youth unemployment, barriers faced by Culturally and Linguistically Diverse (CALD) and First Nations jobseekers, skills mismatches, shortages in health and community care, transport issues, the shift to digital agriculture, and shortages in manufacturing and construction trades as key concerns.

Photo: Cr Nicole Ionic, Hon Kristy McBain MP, Adj. Prof Rees Banks



External Influences Shaping the Region

Responding to changing demographics, economic conditions, government priorities and emerging industries will be critical to the region's future success.

Ipswich, Greater Springfield, Ripley, Fernvale, Lowood, Plainland, and parts of the Scenic Rim are growing quickly. This growth will increase demand for housing, transport, health care, education, digital infrastructure, and local jobs. These areas will also face more pressure on housing.

There is a growing global demand for food, advanced manufacturing, defence capability, renewable energy, and secure data infrastructure. These trends bring new investment opportunities to the region, but they also mean more competition for skilled workers and funding.

Workforce and skills shortages continue to be a challenge in many sectors, including health and aged care, construction, manufacturing, defence, agriculture, education, and hospitality. Local training programs need to better match what employers are looking for.

Infrastructure and connectivity issues, including barriers to getting to work, freight movement, digital access, water security, energy transition, industrial land supply, and social infrastructure, will significantly affect the region's ability to attract investment and support inclusive growth.

Energy transition and decarbonisation are also shaping the region's future. Reaching net zero will create opportunities in renewable energy, the circular economy, energy sharing, waste transformation, and climate-smart agriculture. Businesses will need to adapt and get support during this change.

Public policy and government investment will be key to addressing these issues. The region will be shaped by the Australian Government's Regional Investment Framework; the Queensland Government's priorities for economic development, infrastructure, workforce policy, migration, skills reform, and housing; and the 2032 Olympic and Paralympic Games. Decisions about road, rail, digital, water, and community infrastructure will also have a big impact.

The Queensland Government's State Development Strategic Plan also highlights economic prosperity, liveable communities, industry diversification, infrastructure coordination, and regional economic diversification as important goals.

Strategic Role of RDA Ipswich & West Moreton

Creating value by connecting people, partnerships and regional priorities to government investment and decision-making.

RDAIWM will serve as a connector in the region, sharing evidence, advocating for local needs, and helping deliver projects. Rather than repeating the work of councils, state agencies, or industry groups, RDA adds value by bringing together regional information, building partnerships, highlighting local priorities to government, and supporting projects that go beyond local government boundaries.

The Funding Agreement states that RDAIWM should support regional economic development in areas such as skills, local leadership, opportunities for First Nations people, infrastructure, connectivity, decarbonisation, and industry growth. RDAs also help the government understand local opportunities and share information to guide evidence-based policies and programs.

Strategic Context

Bringing together regional evidence, government priorities and local aspirations to guide coordinated action.

RDAIWM supports a diverse and growing region in Southeast Queensland, including Ipswich, Lockyer Valley, Scenic Rim, and Somerset. The area features expanding urban corridors, important defence and manufacturing sites, productive farms, new tourism spots, fast-growing communities, and rural towns working toward long-term economic renewal.

Between 2026 and 2030, RDAIWM will bring together government, industry, education and training providers, councils, and community groups to support sustainable regional growth. This Strategic Plan sets out the region's priorities for the next three to five years and takes outside factors into account. It also ensures that RDA's goals and performance measures align with the Funding Agreement, RDA Charter, and the Australian Government's Regional Investment Framework.

The Regional Investment Framework shapes the national policy for this plan. It focuses on local decision-making, listening to community voices, and making evidence-based investments. The framework encourages governments to work together and invest in four main areas: People, Places, Services, and Industries and Local Economies. It also highlights First Nations opportunities, moving toward net-zero emissions, and gender equality as key priorities.

Strategic Priorities (2026-2030)

Priority 1: Regional Intelligence, Leadership and Advocacy

RDAIWM aims to become a trusted source of regional intelligence and a strong advocate for local economic priorities. RDAIWM will keep information up to date on population growth, workforce needs, industry trends, infrastructure gaps, and new opportunities.

Strategic focus

RDAIWM will create evidence-based materials, including regional briefings, policy advice, investment stories, and stakeholder priorities. These resources will help decision-makers at all levels of government address issues such as transport, housing, workforce, digital connectivity, energy, water security, industry growth, and social infrastructure.

Short-term outcomes (2026-2027)

The region will have updated profiles, priority project lists, and issue briefs for each local government area.

Medium-term outcomes (2027-2028)

Councils, agencies, industry, and community partners will use regional intelligence to guide planning, apply for funding, and make investment choices.

Long-term outcomes (2029-2030)

RDAIWM will be known as a reliable source of regional intelligence and coordination, helping improve government decisions and making the region more competitive for investment.

Priority 1: Regional Intelligence, Leadership and Advocacy

Performance indicators

Indicator	Measure
Regional intelligence outputs	Number of regional briefings, submissions, and reports prepared
Government engagement	Number of meetings, briefings and formal contributions to ministers, departments and agencies
Evidence use	Examples of RDA data, insights or advice informing policy, funding, or planning
Stakeholder reach	Number and diversity of stakeholders engaged across government, industry, education and community
Funding agreement alignment	<i>Evidence of contribution to Outcome 4:</i> Contribution to relevant data and local intelligence to support the evidence base to inform regional development strategies, program design and policy responses.

Strategic Priorities (2026-2030)

Priority 2: Workforce, Skills and Inclusive Participation

The region's economic growth relies on building strong local workforce pipelines and helping residents access training, jobs, and career opportunities. RDAIWM will back local workforce programs that meet employer needs and boost participation for all participants.

This priority supports the Wivenhoe Local Jobs Plan, which highlights long-term and youth unemployment, barriers faced by CALD and First Nations peoples, transport-to-work issues, and skills mismatches as major challenges in the region.

Tactical focus

RDAIWM will continue to support and grow workforce development programs such as the Springfield Regional Jobs Committee, Women in Agriculture, IWMJobs, local job events, employer-led working groups, digital skills projects, and pathways into key industries.

These efforts will focus on sectors such as health and aged care, education, construction, manufacturing, defence, agriculture, tourism, and hospitality.

Short-term outcomes: 2026–2027

In the short term, from 2026 to 2027, feedback from employers and training providers will be collected and used to develop practical skills training and job-pathway actions.

Medium-term outcomes: 2027–2028

With these foundations, the medium-term goal for 2027 to 2028 is to connect more employers, training providers, and community groups through coordinated regional workforce programs.

Long-term outcomes: 2029–2030

In the long term, by 2029 to 2030, the region aims to build stronger local talent pipelines, increase workforce participation, and better align training with industry needs.

Priority 2: Workforce, Skills and Inclusive Participation

Performance indicators

Indicator	Measure
Workforce intelligence	Number of workforce reports, sector roundtables and skills gap analyses completed
Employer engagement	Number of employers engaged through jobs forums, working groups, site visits and recruitment initiatives
Participation outcomes	Number of jobseekers, women, First Nations participants, and CALD participants supported
Training pathways	Number of training, apprenticeship, traineeship or micro-credential pathways promoted or supported
Employment connections	Number of jobs advertised, jobseekers registered, and employment outcomes reported through RDA-supported platforms
Funding agreement alignment	<i>Evidence of contribution to Outcome 1:</i> Facilitation of regional economic development outcomes through investment in: skills and local leadership, opportunities for First Nations people and industry growth.

Strategic Priorities (2026-2030)

Priority 3: Investment, Industry Development and Local Economies

RDAIWM plans to help regional industries grow by promoting investment-ready opportunities and identifying barriers to growth. These steps will support the economic strategies for key areas in the region.

Ipswich's economic plan highlights manufacturing, health, retail, education, defence, construction, transport, and logistics as the main drivers, supported by assets such as RAAF Base Amberley, Greater Springfield, Ripley, Ebenezer, and large industrial estates. Lockyer Valley, Scenic Rim, and Somerset bring strengths in agriculture, food production, tourism, equine industries, water, and rural businesses.

Strategic focus

RDAIWM will partner with councils, businesses, investors, and government agencies to attract investment, support industry collaboration, and promote key projects. These efforts will match the regional priorities mentioned above.

Short-term outcomes: 2026–2027

RDAIWM will create materials that highlight priority sectors, investment opportunities, and the infrastructure needed to support them.

Medium-term outcomes: 2027–2028

After mapping the region's strengths, RDAIWM will promote investment across the region and launch targeted industry projects to reach strategic goals.

Long-term outcomes: 2029–2030

These coordinated actions will help the region attract investment, support business growth, and build stronger local economies in urban, rural, and peri-urban areas.

Priority 3: Investment, Industry Development and Local Economies

Performance indicators

Indicator	Measure
Investment opportunities	Number of investment-ready projects, prospectus materials or regional opportunity briefs developed
Industry engagement	Number of industry forums, business roundtables, and investor engagements supported
Business support	Number of businesses connected to grants, advisory services, or government programs
Regional promotion	Number of regional investment stories, case studies or priority projects promoted
Economic outcomes	Qualitative and quantitative examples of investment, business growth, industry collaboration or jobs supported
Funding agreement alignment	<i>Evidence of contribution to Outcome 2:</i> Support of regional stakeholders, including local government and the not-for-profit-sector, to seek grant opportunities that advance strategic development.

Strategic Priorities (2026-2030)

Priority 4: Infrastructure, Connectivity and Regional Services

Infrastructure drives regional growth. Corridors require essential services and assets, and rural areas need improved access and reliability. Tourism spots rely on visitor infrastructure and easier access.

This priority supports the Regional Investment Framework by focusing on investing in key places and services, building timely infrastructure, and improving access to services.

Strategic focus

RDAIWM supports strategic infrastructure and services that bring the region together, especially projects that need collaboration across different levels. Key areas include digital connectivity, transport, water, housing infrastructure, tourism assets, and the shift to new energy sources.

Short-term outcomes: 2026–2027

A clear list of regional infrastructure and service gaps, along with advocacy messages, is developed.

Medium-term outcomes: 2027–2028

RDAIWM will help councils and stakeholders work together by sharing position statements and advocating for important infrastructure and services.

Long-term outcomes: 2029–2030

Government planning and funding will recognise the region's infrastructure needs.

Priority 4: Infrastructure, Connectivity and Regional Services

Performance indicators

Indicator	Measure
Infrastructure priorities	Number of priority infrastructure and service gaps identified and documented
Advocacy activity	Number of infrastructure briefings, submissions and meetings with government agencies
Regional coordination	Number of multi-stakeholder infrastructure or service planning discussions supported
Funding and policy influence	Evidence of RDA contribution to infrastructure planning, funding applications or government investment decisions
Funding agreement alignment	<i>Evidence of contribution to Outcome 3:</i> Contribution to, and where appropriate, drive local development planning and strategy development.

Strategic Priorities (2026-2030)

Priority 5: Net Zero, Resilience and Sustainable Regional Growth

Moving to a low-emissions economy will boost sectors such as agriculture, energy, manufacturing, transport, and construction. It also creates new opportunities for innovation in renewable energy, local energy sharing, sustainable food systems, climate-smart agriculture, and low-carbon precincts.

Strategic focus

RDAIWM will help regional partners find practical ways to reduce emissions, strengthen energy resilience, and adapt to climate change. This work will build on the region's strengths in agriculture, industrial land, local energy projects, and cross-sector collaboration.

Short-term outcomes: 2026–2027

RDAIWM will highlight regional opportunities in the energy transition and climate resilience.

Medium-term outcomes: 2027–2028

RDAIWM will advocate for pilot projects, creative partnerships, and strong funding proposals to help achieve local goals for decarbonisation.

Long-term outcomes: 2029–2030

The region will be better able to attract clean-economy investment and support businesses as they transition, while also protecting jobs and local communities.

Priority 5: Net Zero, Resilience and Sustainable Regional Growth

Performance indicators

Indicator	Measure
Decarbonisation initiatives	Number of energy, or resilience initiatives supported
Stakeholder partnerships	Number of businesses, councils, energy providers, and government agencies engaged
Funding and project development	Number of grant applications, pilot concepts or project proposals supported
Business capability	Number of businesses or sectors supported to understand transition risks and opportunities
Funding agreement alignment	<i>Evidence of contribution to Outcome 1:</i> Facilitation of regional economic development outcomes through investment in: decarbonisation and industry growth.

Strategic Priorities (2026-2030)

Priority 6: Partnerships, Regional Collaboration and Governance

RDAIWM brings value by connecting people and organisations across the region. Looking to 2026 to 2030, strong partnerships will be needed between local councils, government agencies, universities, TAFE, industry and community groups. Building these relationships will help everyone benefit and support the region's growth.

In line with this, UniSQ's 2026 to 2030 Strategic Plan focuses on place-based partnerships, industry-connected learning, community-led research, preparing graduates for the future, and the University's key role in helping the region succeed.

Strategic focus

With these foundations in place, RDAIWM will focus on strong governance, clear reporting, stakeholder engagement, and collaboration to deliver results. The Committee, project partners, and stakeholder networks will work together on shared goals.

Short-term outcomes: 2026–2027

RDAIWM will update its governance, stakeholder engagement, and reporting systems to match the 2026 to 2030 strategy..

Medium-term outcomes: 2027–2028

Regional partnerships will be established for key projects such as workforce development, investment, infrastructure, energy, digital connectivity, and industry growth.

Long-term outcomes: 2029–2030

RDAIWM will be known as a trusted regional leader that brings people together to work on real projects and achieve clear results.

Priority 6: Partnerships, Regional Collaboration and Governance

Performance indicators

Indicator	Measure
Governance	Committee reporting, risk management, annual work plans and performance review processes maintained
Partnerships	Number of active partnerships, MOUs, working groups, collaborations and regional forums
Stakeholder satisfaction	Feedback from councils, industry, government and community partners
Delivery performance	Percentage of annual work plan actions delivered or progressed
Funding agreement alignment	<i>Evidence of contribution to Outcome 3:</i> Contribution to, and where appropriate, drive local economic development planning and strategy development.

Alignment with Regional Strategic Plans

Regional Plan or Strategy	Key priorities	RDAIWM complementary role
Ipswich Economic Development Strategy 2023–2027	People, place, prosperity, partnerships; job creation; investment attraction; city promotion; defence, manufacturing, health, logistics and growth precincts	Support workforce pipelines, infrastructure advocacy, defence and manufacturing supply chain development, and regional promotion
Lockyer Valley Economic Development Strategy 2021–2026	Agriculture, manufacturing, education, construction, transport and logistics, infrastructure, sustainable water, tourism and innovation	Support agribusiness, water security advocacy, workforce development, and regional investment opportunities
Scenic Rim Economic Development Strategy 2026–2030	Business and industry, tourism and events, people and place, Bromelton SDA, agribusiness, circular economy and visitor economy	Support investment promotion, workforce development, infrastructure advocacy, tourism workforce pathways and regional collaboration
Somerset Economic Development Strategy	Marketing and promotion, planning for the future, facilitating change, agribusiness, food production, tourism, professional services and infrastructure	Support regional investment narratives, digital connectivity advocacy, workforce participation, business growth and infrastructure coordination
Wivenhoe Local Jobs Plan	Long-term unemployment, skills mismatch, youth/CALD/First Nations participation, transport barriers, apprenticeships and traineeships	Support employer-led workforce pathways, inclusive jobs initiatives, transport-to-work advocacy and collaboration with employment providers
Queensland State Development Strategic Plan 2024–2028	Economic prosperity, liveable communities, fair and safe workplaces, infrastructure coordination, and industry diversification	Align RDA advocacy and partnerships with state development priorities and regional economic diversification
Australian Government Regional Investment Framework	People, places, services, industries and local economies; First Nations opportunity; net zero; gender equality	Use the Framework as the organising structure for RDAIWM's work plan, evidence-based and performance reporting

Strategic Outcomes Framework

RDAIWM will report progress using a combination of quantitative and qualitative measures, consistent with the

Funding agreement outcome area	RDAIWM performance indicators
Outcome 1: Facilitate regional economic development outcomes	Number and value of initiatives supported; number of stakeholders engaged; evidence of contribution to skills, First Nations opportunity, infrastructure, connectivity, decarbonisation and industry growth
Outcome 2: Support government awareness of regional opportunities	Number of government briefings, submissions, meetings, ministerial updates and policy contributions
Outcome 3: Contribute to planning and strategy development	Number of local plans, strategies, forums, leadership groups and advocacy processes supported
Outcome 4: Contribute local intelligence and evidence	Number of regional intelligence products, data briefings, case studies, Project Status Reports and evidence-based recommendations provided
Case studies	Documented examples showing RDAIWM's role, collaboration, outcomes achieved, barriers addressed and value added

Core Performance Indicators

Timeframe	Outcomes
Short-term (2026-2027)	Regional evidence base refreshed; stakeholder engagement strengthened; priority projects identified; workforce and industry intelligence updated; governance and reporting aligned to Funding Agreement requirements
Medium-term (2027-2028)	Stronger regional partnerships; improved employer-led workforce pathways; increased investment readiness; clearer infrastructure advocacy; stronger alignment between local plans and government priorities
Long-term (2029-2030)	Increased regional investment confidence; stronger workforce participation; improved policy recognition of regional needs; more coordinated infrastructure and service advocacy; stronger regional resilience and inclusive economic growth

Implementation Approach

Each year, RDAIWM will prepare an Annual Work Plan. This plan will align with the Strategic Plan, the Funding Agreement, the Regional Investment Framework and any emerging regional priorities. The Annual Work Plan will identify initiatives, lead responsibilities, partners, timeframes, risks, outputs and performance measures.

Implementation will be guided by five principles:

Place-based and evidence-led

RDAIWM will make decisions using locally-sourced data, knowledge from key stakeholders, and insights derived from current regional priorities.

Collaborative and non-duplicative

RDAIWM will actively seek to work in partnership with councils, government, and industry stakeholders, ensuring efforts enhance rather than copy or overlap with existing work.

Inclusive and practical

RDAIWM's initiatives are designed so that First Nations people, women, young people, CALD communities, and those experiencing barriers to employment can participate effectively.

Investment-ready and future-focused

RDAIWM will prepare the region for sustainable growth by promoting industry diversification and attracting new investments that anticipate future trends and opportunities.

Accountable and measurable

RDAIWM will monitor progress by setting clear performance indicators, conducting case studies, providing regular reports, and carrying out annual reviews to ensure transparency and continual improvement.

Strategic Statement

By 2030, RDA Ipswich & West Moreton is recognised as a trusted regional leader that connects local priorities with government investment, evidence-based decision-making and strategic partnerships. Through advocacy, workforce leadership, investment facilitation and infrastructure coordination, the organisation contributes to a more connected, resilient and inclusive region that is well positioned to seize future economic opportunities.





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