

# REGIONAL DEVELOPMENT AUSTRALIA IPSWICH & WEST MORETON



## THE SIX PILLARS STRATEGIC PLAN 2021 – 2025



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## Chair's Message

This RDA Ipswich & West Moreton Strategic Plan 2021-2025 delivers on the commitment to develop and publish such a document as outlined in RDAIWM's Annual Business Plan for 2021-2022. As noted, it "...is a critical document designed to reflect the aspirations and the context of the communities it serves".

It forms a vital part of the services RDAIWM delivers for its constituent Councils, other organisations and the region's general population. It features input from all three levels of Government, reflecting the various mechanisms by which publicly funded infrastructure is provided.

In recent years the world has seen more disturbance to "business as usual" than for many years, indeed decades. The COVID-19 pandemic apparently on the decline at the time of writing, has impacted individual businesses and the broader economy. The underlying strength of the regional economy has contributed to its ability to emerge and rebound. However, significant risks remain, which this Strategic Plan needs to consider.

The strength of the Ipswich & West Moreton region lies in its diversity – from the industrial might of Ipswich to the majestic beauty of the Scenic Rim to the fertile soils of the Lockyer Valley and the tranquillity of Somerset.

The four Councils that comprise the region deservedly boast of their area's strengths and defining attributes. Lying alongside the more extensive and rapidly growing urban conglomerations of Brisbane, Moreton, and the Gold Coast, the more rural outlook of the Ipswich & West Moreton region contributes a necessary addition and balance to the overall South East Queensland region.

This regional Strategic Plan aims to merge the strengths and ongoing needs of the Ipswich & West Moreton region into a single document that paints a picture of all of Ipswich & West Moreton while simultaneously highlighting those diverse strengths and needs.

### **The RDA Ipswich & West Moreton 2021-2022 Annual Business Plan describes the Strategic Plan in the following terms:**

The Regional Development Australia Ipswich & West Moreton's 'Strategic Plan, 2021-2025' is a critical document designed to reflect the aspirations and the context of the communities it serves. After extensive consultation, this published document, a partnership between the three (3) levels of Government will articulate a diverse range of sustainable development objectives and inform the community about RDA Ipswich & West Moreton mandates and resulting priorities.

The current and target projects and objectives outlined in the Strategic Plan align under the Federal Government's six regional priorities. The priorities highlight the commonality of infrastructure needs across the whole Ipswich & West Moreton region while also profiling those projects that reflect each local government area's strengths and specific development needs.

*Cr Janice Holstein*

Chair of Regional Development Australia Ipswich & West Moreton Inc.

# Introduction and Background

## EXTERNAL FACTORS: OVERVIEW

The vitality and growth prospects of the Ipswich & West Moreton region do not operate in isolation. Other external factors must be considered, such as global and geostrategic preoccupations, through national and State policy priorities. These are beyond the control or influence of the four Local Councils but inform the range of issues dealt with and any limited responses.

## GLOBAL ECONOMIC CONDITIONS

Until the onset of the COVID 19 pandemic in early 2020, the global economic growth rate was 2.6% p.a. (The World Bank GDP) and had declined to -3.2% in 2020. At the time of writing, issues such as the effects of the ongoing pandemic, the costs of transition to a low carbon economy and the war in Ukraine, along with other factors, are challenging issues for sustained future growth.

The effects of the pandemic on global supply chains have forced an immediate reconsideration by significant companies about the relative values of cheaper manufacturing offshore versus onshore suppliers who nevertheless can guarantee delivery and quality, even if at a higher cost.

Supply chain issues have encouraged fundamental reconsideration of globalisation, with the prospect of dramatic changes to international business practices.

These factors are directly relevant to Ipswich (e.g. manufacturing), Lockyer Valley, Scenic Rim and Somerset (e.g. agriculture, horticulture and tourism).

## NATIONAL AND REGIONAL POPULATION GROWTH

Before the onset of the COVID 19 pandemic, Australia grew at approximately 1.5% per annum. Immediately after the pandemic started, this had declined to .1% p.a. before beginning to recover (ABS Sep 2021).

The Ipswich & West Moreton region had been growing far more briskly. NIEIR data shows that the Ipswich & West Moreton region exhibited population growth of 2.9% for 2016-2019 and 2.5% for 2019-2021, more significant than for both SEQ and the nation.

This growth reflected several external factors, including the pausing of immigration due to the COVID 19 pandemic, availability of more affordable housing than SEQ and investment in infrastructure in the region.

However, with global population growth resuming, it can be reasonably expected that economic growth will rebound, albeit perhaps at lower levels. Within Australia and Queensland, the attractiveness of the Ipswich & West Moreton region will likely continue to drive inward migration (source NEIER).



# Australian Government Regional Priorities

The Regional Development Australia Ipswich & West Moreton's (RDAIWM) 'Strategic Plan 2021-2025' is a critical document designed to reflect the aspirations and the context of the communities it serves.

Upon extensive consultation, this published document - a partnership between the three (3) levels of Government - will articulate a diverse range of sustainable development objectives and inform the community about RDAIWM mandates and resulting priorities.

The Australian Government's six regional priorities will summarise the Ipswich & West regional projects, programs, and policies under one of the following:

- **Connectivity and infrastructure** incorporating digital connectivity, transport links, and freight and supply chain infrastructure
- **Human capital and skills** to provide skilled and adaptable workforces, regional universities and training and schooling
- **Regional employment and business** to develop regional businesses and industry, local R&D and innovation and a strategic regional vision
- **Leadership and collaboration** by investing in regional leadership, capable local Government and the Indigenous community
- **Amenity and liveability** providing services, facilities and liveability, and support for local priorities
- **Sustainable natural resources** to build future resilience, ensure sustainable foundations and provide economic opportunities and jobs

## Queensland State Policy Environment

The Queensland Government lists the following as its policy priorities:

- **Safeguarding our health:** Safeguard people's health and jobs by keeping Queensland pandemic-ready.
- **Supporting jobs:** Support increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, re- sources and tourism.
- **Backing small business:** Help small businesses, the backbone of the state's economy, thrive in a changing environment.
- **Making it for Queensland:** Grow manufacturing across traditional and new industries, making new products in new ways and creating new jobs.
- **Building Queensland:** Drive investment in the infrastructure that supports our recovery, resilience and future prosperity.
- **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment and driving sustainable economic prosperity.
- **Investing in skills:** Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.
- **Backing our frontline services:** Deliver world-class frontline services in key areas such as health, education and community safety.
- **Protecting the environment:** Protect and enhance our natural environment and heritage for future generations and achieve a 50 per cent renewable

# The Six Pillars Connecting an Industrial and Agricultural Community

The Ipswich & West Moreton region encompasses the Local Government Areas of Ipswich, Lockyer Valley, Scenic Rim and Somerset. The region has significant diversity, with urban hubs and substantial agricultural and recreational land areas.

Also, the region has some of Queensland's most important areas of developable industrial land and master-planned communities near ports, road and rail networks.

The region has a strong sense of cultural heritage and is home to people from varying cultural backgrounds and nationalities. Residents come from 115 different ethnic backgrounds, speaking 84 languages. It is centrally located to support the expansion of Queensland's capital and South-East Queensland.

The RDA Ipswich & West Moreton Committee's aim to support community expectations and all three tiers of governments' long-term strategic plans is outlined in the RDAIWM's 'Six Pillars Connecting an Industrial and Agricultural Regional Community' framework.

The Ipswich & West Moreton region as of 30 June 2021 had 20,378 registered businesses (according to Australian Bureau of Statistics Business Register).

## The most number of registered businesses by industry:

- **Construction**
- **Agriculture, forestry and fishing**
- **Transport, postal and warehousing**
- **Professional, scientific and technical services**
- **Rental, hiring and real estate services**

In alignment with the Australian and Queensland State Government regional priorities, the RDA Ipswich & West Moreton 2021-2025 Strategic Plan has been structured around the 'Six Pillars':

1. **Connectivity and Infrastructure**
2. **Human Capital and Skills**
3. **Regional Employment and Business**
4. **Leadership and Collaboration**
5. **Amenity and Liveability**
6. **Sustainable Natural Resources**

RDAIWM conducted six weekly online surveys distributed to a variety of regional stakeholders and organisations. The surveys were based on the Australian Government's six regional priorities.

**A total of over 400 surveys were completed** expressing the views, challenges and ideas for the Ipswich & West Moreton region to be reflected in this 2021 – 2025 Strategic Plan.

The RDAIWM Strategic Plan 2021-2025 aims to reinforce the equally critical role of the three tiers of Government, delivering leadership, empowerment, and strengthening institutions as the essence of sustainable regional development and liveability.

Liveability is the 'key' to sustainability and why people, families and friends decide on an area to reside. Liveability highlights the links between local employment and personal and family life. A liveable region exhibits essential facilities such as day-care, schools, sporting venues, libraries, aged care facilities, parks, hospitals, roads and other transport.

## Key Facts

**GROSS REGIONAL  
PRODUCT** **\$16.93B**

**20,403**

Local Businesses (ABS 2021)

**161,759**

Employed Residents (NIEIR 2021)

**2,559** <sup>2021</sup>  
<sup>2022</sup>  
Building Approvals

Top 5 Employment  
Categories by Industry

Health Care

Manufacturing

Retail

Education

Construction

**350,128**  
Population

**120,679**

Local Jobs (NIEIR 2021)

**65,464**

Born Overseas (ABS 2021)

**OVER  
\$1.5B** <sup>2021</sup>  
<sup>2022</sup>  
Building Value

# Pillar One: Connectivity and Infrastructure

## VISION

*RDA Ipswich & West Moreton seeks to achieve a vision that supports the desires and aspirations of the various communities in the region while recognising that our future is inextricably tied to the wider South East Queensland (SEQ).*

## ISSUES & NEEDS IDENTIFIED

Identified transport projects, both passenger and freight, relevant to all four Local Government areas, are critical to the region's future growth.

### These include:

- Inland Rail – completion by 2027
- Brisbane Valley Highway upgrade
- Cunningham Highway Intersection upgrade Amberley
- Mt Lindesay Highway upgrade
- Passenger rail Springfield to Ipswich
- Passenger rail Beaudesert to Salisbury
- Development of the Bromelton State Development Area
- Health infrastructure – Ripley Satellite Hospital and Mater Springfield (Stage 2)
- The Lockyer Valley and Somerset Water Collaborative
- Locker Valley Equine Precinct
- Sports Stadium for Ipswich

## SURVEY FINDINGS

As a fast-growing region, the need for all classes of infrastructure to keep pace was evident in responses to the survey. Of the 13 infrastructure category choices, roads were seen as the most critical. Again, most need for upgrading is driven by the region's high growth rates, such as in Springfield and Ripley.

These upgrades include the capacity of trunk roads into Brisbane and other economic centres such as Ipswich and Wacol and the regional road network. The Centenary Highway, Warrego Highway, Mt Lindesay Highway and the Brisbane Valley Highway are prime examples of continuing trunk road needs. The relatively high number of responses from the Scenic Rim reflects the issue of the missing regional road link between Boonah and Kooralbyn.

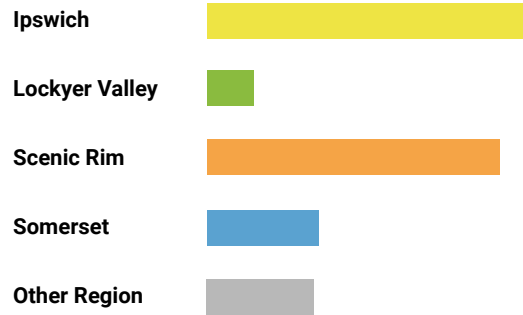
Because of the economic and social effects of the flooding to which the region is subject, the availability of safe, multiple connection roads is most important to the region's communities. The "missing link" between Kooralbyn and Boonah is the region's prime example. Besides safety, economic benefits would flow from facilitating more tourism traffic on this route. Many respondents also commented on the need for ongoing quality maintenance so that accessibility is not further affected by floods. This will be an ongoing priority for the Strategic Plan.

Not surprisingly, the reality of the ageing population nationwide is reflected within the region. Because of the attractive nature of its smaller towns and villages, aged care is mainly focused, with several facilities in operation. That said, it will also provide additional and increased hospital capacity and primary health care.

Notwithstanding the complex infrastructure needed to cope with growth, the region's high levels of natural beauty and agricultural output also prompted strong support for maintaining environmental values, including wildlife protection. This desire will require careful management, especially in need of more housing.



## 1. Which local government area do you live in?



## 3. Is there a specific infrastructure priority that is important to you, and why?

- Good roads and public transport upgrades
- Mt. Glen Rock development
- Building on biking infrastructure
- Better mobile and internet connectivity for business productivity
- Western Ipswich Bypass
- Kooralbyn to Boonah Road
- Improvements to flood immunity on major roadways
- Increased hospitals and health services
- Street lights along Mount Lindesay Highway
- On and Off-ramp improvements to Warrego Highway
- Second cross-river bridge for Ipswich

## 2. Which infrastructure classes are most important or relevant to your region's growth prospects?

Response	Answer Categories
76.16%	Roads
39.53%	Health Facilities
37.79%	Public Transport
29.07%	Housing
29.07%	Internet and Telecommunications
27.91%	Parks and Natural Environment Protection
21.51%	Energy - Renewables
16.28%	Bridges
15.70%	Rail
15.70%	Other Social Infrastructure (eg. Community Halls)
13.95%	Educational Institutions



# Pillar Two: Human Capital and Skills

## VISION

*RDA Ipswich & West Moreton will support and advocate on behalf of programs, policies and projects that are guided by an economic or employment creation mission consistent with a public or community benefit.*

## ISSUES & NEEDS IDENTIFIED

**The surveys identified both existing shortages and the need to upgrade capabilities to address new industries:**

- Health Workforce
- Vocational education and trade skills
- Advanced manufacturing
- New technologies

## SURVEY FINDINGS

Interestingly, only 26.4% of responses nominated a lack of current skills as an impediment to future employment. However, of that number, some skill needs stood out:

- Information technology and computers
- Trades and manufacturing skills, including those offered by TAFE
- Marketing
- Soft (people) skills

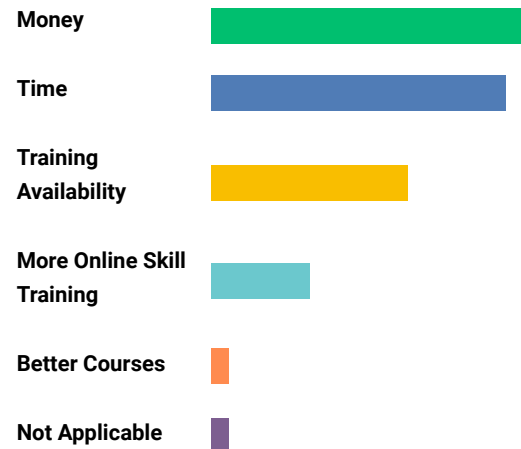
Several respondents also identified a lack of hospitality skills recognised by the shortages associated with the pause in migration during the COVID 19 pandemic. While responses noted a lack of diversity of industries in the Region, this has been changing in recent years, aligning with growth in universities' students and offerings. Some respondents noted that their specialities were not catered to. However, highly specialised skills are always more likely only to be offered in larger metropolitan centres until there is sufficient demand for that occupation locally.

The mismatch between the skills, experience and personal qualities required by employers and industry and that available in the caseloads of the Employment Services Providers is a significant challenge. This mismatch applies in most industries in the Region.

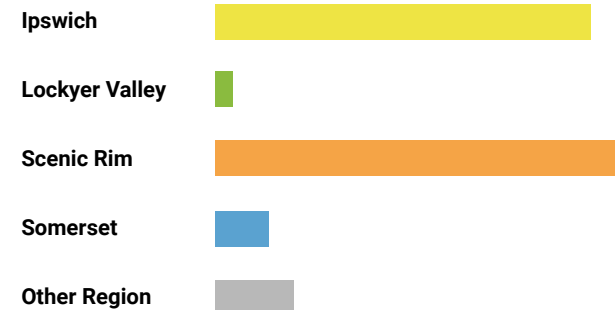
There is a significant labour shortage in the health and community care sectors, which needs to be addressed by pre-employment programs negotiated with industry, funded by existing programs and vocational and soft skills training. The industry also needs to market and promote the full extent of current job and career opportunities. Sectors that have relied to some extent on overseas skilled migration, other forms of visas and backpacker labour are now looking at strategies to attract and retain a local labour force.

Identifying the "hidden" jobs in the labour market and making these available to the Employment Services Provider network for filling can be aided by promoting the benefits of State and Federal programs and available supports. Most of these jobs exist in the small to medium enterprise sector of the Region.

### 1. What primary constraint are you facing when completing skills training?



### 2. Which local government area do you live in?



### 3. Are there any specific skills or qualifications you require for your working future?

Response	Answer Categories
29.82%	Yes
70.18%	No

### 4. In your own opinion, are there enough jobs to match your existing skills?

Response	Answer Categories
54.39%	Yes
45.61%	No



**Money** is the primary constraint of Ipswich & West Moreton residents that creates barriers between them and their ability to complete skills training.

# Pillar Three: Regional Employment and Business

## VISION

*RDA Ipswich & West Moreton will support and advocate on behalf of programs, policies and projects that assist the growth of regional employment and business.*

## ISSUES & NEEDS IDENTIFIED

The Ipswich & West Moreton region's population will almost double by 2041 from 362,984 to 722,499, which, combined with an ageing demographic, will require two new hospitals.

**There are currently 20,403 local businesses in the Ipswich & West Moreton region, and two significant trends will affect the need for both complex infrastructure and skills upgrading:**

- Onshoring of manufacturing, with demand from Defence and associated supply chains
- Complementarity of supply capabilities between the region and priority markets in Asia in sectors such as processed and unprocessed food, education and Defence material

## SURVEY FINDINGS

There was a strong showing from service industries among the respondents, such as education and training, accounting, administration and health and medical. Conversely, the lower response from manufacturing reflects a growing consensus about the need to bring back some of this sector, which has been mainly outsourced overseas in recent decades.

**When surveyed about skill levels, the overwhelming need was in the low and unskilled categories. These included:**

- Administration
- Front of the office
- Labouring
- Gardening and similar occupations

A strong need for apprenticeships and traineeships was evident and also featured the need for soft (relationships) and hard (technical) skills.

Regarding the ability to fill vacancies, all respondents noted difficulties, including shortages of specific skills, especially in hospitality, such as cooks. In this latter instance, inappropriate attitudes to work were cited along with poor quality applications.

For those employers wanting to bring in workers from outside the region, lack of accommodation was a significant impediment. Overall, current job market imbalances reflect the nationwide situation following two years of disturbed training arrangements during the pandemic. Determined action by the government and the private sector will be needed to return to stable growth conditions for business.

### Which local government area do you live in?



1.

### Does your business have job vacancies or availabilities right now?

Response	Answer Categories
32.56%	Yes
67.44%	No

2.

### Are you reasonably able to fill these open job positions?

Response	Answer Categories
65.12%	Yes
34.88%	No

3.

### Which industry best describes your business?

Responses	Answer Categories
25.58%	Education & Training
16.28%	Other (please specify)
11.63%	Accounting
11.63%	Administration & Government
9.30%	Health, Medical & Social Work
9.30%	Trades & Services
6.98%	Arts & Entertainment
6.98%	Hospitality, Travel & Tourism
6.98%	Volunteering
4.65%	Agriculture
4.65%	Construction
2.33%	Biotech, Science, Research & Developemnt
2.33%	Defence
2.33%	Emergency Services
2.33%	HR & Recruitment
2.33%	IT & Telecommunications
2.33%	Legal
2.33%	Logistics Supply & Transport
2.33%	Manufacturing & Engineering
2.33%	Program & Program Management
2.33%	Real Estate & Property
2.33%	Retail
2.33%	Sales & Marketing

4.

# Pillar Four: Leadership and Collaboration

## VISION

*RDA Ipswich & West Moreton will undertake a strong stance in leadership on important regional projects and priorities while ensuring to collaborate with Federal, State and Local Government as well as regional stakeholders.*

## ISSUES & NEEDS IDENTIFIED

### The importance of the role of:

- Local Government
- Non-profit organisations
- Community organisations
- Local Chambers of Commerce
- Social welfare groups

## SURVEY FINDINGS

The survey revealed high existing levels of engagement. Over 70% of respondents engaged with their local Council and over 80% with other similar businesses or organisations. Some 38% of respondents engaged with local Indigenous organisations.

These are quite high figures which indicate that businesses in the Ipswich & West Moreton region routinely look beyond their four walls and immediate interests.

These businesses could be seeking information or support or looking to share their own insights.

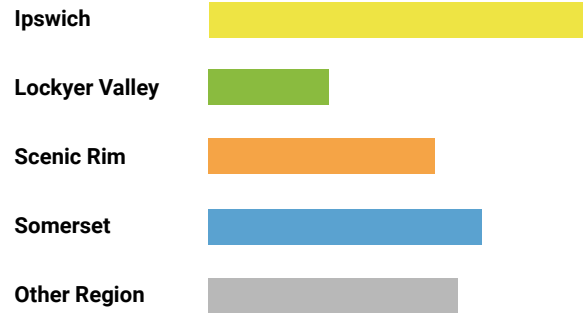
Local councils are obvious sources of support to their business communities, incorporating detailed knowledge of local issues into their support programs.

At the same time, local government rules and regulations are often barriers to business growth. This indicates that frequent and cooperative information flows are essential to mutual understanding and resolution of issues and to prevent minor issues from festering into community antagonism.

Regional Development Australia Ipswich & West Moreton is vital in sharing information with business organisations and driving cooperation and coordination where necessary. Concerning Indigenous businesses, RDAIWM is a prominent organisation to help bring more significant levels of support to Indigenous businesses.

Which local government area do you live in?

1.



Does your business or organisation collaborate with other similar businesses or organisations?

2.

Response	Answer Categories
82.05%	Yes
17.95%	No

Does your business or organisation engage with your local council?

3.

Response	Answer Categories
71.79%	Yes
28.21%	No

Does your business or organisation engage with or with local or other Indigenous organisations?

4.

Response	Answer Categories
38.46%	Yes
61.54%	No

82%

It is acknowledged that 82.05% of survey respondents collaborate with other similar businesses or organisations.

# Pillar Five: Amenity and Liveability

## VISION

*RDA Ipswich & West Moreton has the vision to produce an enriched region that boasts many signs of liveability. It is of importance that we continue to shine light on the needs of a community's quality of life, for both economic prosperity and social stability.*

## ISSUES & NEEDS IDENTIFIED

Tourism infrastructure and transport feature highly throughout the Six Pillar online survey.

Residents of the Ipswich & West Moreton region reported high levels of happiness in their lives in the area.

## SURVEY FINDINGS

Short travel times to work and schools, relatively cheaper housing and the region's rural environment all drew high levels of satisfaction.

While not taking away from significant infrastructure needs such as hospitals and link roads as outlined in earlier sections, it is evident that the region offers a good mix of lifestyle choices and amenities.

**That said, more community facilities rated highest need to be prioritised. These included:**

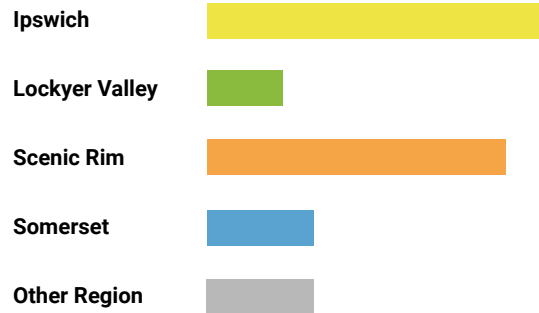
- Neighbourhood drop-in centres
- Walking and cycling paths
- Parks and gardens
- Sporting facilities

The common theme amongst these requests is green space maintenance and expansion to cater to the forecast population growth. Residents value the region's semi-rural characteristics and highly value access to the vital benefits of quick and easy access to nature.

These characteristics are also a critical factor in enticing residents of the more populated areas of SEQ to visit Ipswich & West Moreton for weekends, social activities and short breaks. It is a crucial strength of the region.



## Which local government area do you live in?



1.

## What do you like most about where you live?

Response	Answer Categories
36.00%	Local amenities
36.00%	Other
32.00%	Short distance to work
32.00%	Affordable housing
20.00%	Friendly neighbours
16.00%	Short distance to schools
16.00%	Close to friends and family

2.

## What would you like more of in the region?

Responses	Answer Categories
56.00%	Community facilities
36.00%	Parks and gardens
36.00%	Walking and cycling
32.00%	Retail shopping
24.00%	Music and Art events
20.00%	Sporting facilities
12.00%	Museums
12.00%	Other (please specify)
8.00%	Animal parks
8.00%	Libraries

3.



## Pillar Six: Sustainable and Natural Resources

### VISION

*RDA Ipswich & West Moreton will support and advocate on behalf of programs, policies and projects that are guided by environmental mission consistent with public or community benefits.*

### ISSUES & NEEDS IDENTIFIED

The sustainability of the food sector is a vital element of our local agricultural industry.

### SURVEY FINDINGS

Businesses in the Ipswich & West Moreton region are aware of the need for and methods by which they can transition to more sustainable ways of operating.

While only a small sample of businesses responded, those responses indicated a clear understanding of the need to implement more sustainable modes of operation in the near to medium future (now to three years).

The two main areas currently being addressed are general waste recycling and renewable energy, with recycled water the third area of focus. These responses are not surprising as general waste and renewable energy have been the main areas addressed by government policy at all levels.

Notably, most businesses are transitioning to greater sustainability for both business and community benefit reasons. This demonstrates that companies in the region are highly aware that well-planned changes to operations can yield benefits well beyond the individual company. Businesses that do so will likely be viewed more favourably and attract additional custom.

Similarly, it is relevant that the most significant proportion of respondents was in the small retail and professional business category. Typically, these businesses would have fewer resources to undertake significant operational changes.

The balance doing so (53.3%) indicates that financial benefits have been identified.

### Which local government area do you live in?

1.



66.7%

of Ipswich & West Moreton businesses that responded to the survey have transitioned to **general waste recycling**.

### Has your business transitioned using any of the following?

2.

Response	Answer Categories
66.67%	General waste recycling
53.33%	Renewable energy
20.00%	Recycled water
0.00%	Recycled materials associated with production

### What timeframe likely suits your business for further transition?

3.

Response	Answer Categories
46.67%	Next 12 months
33.33%	None planned
20.00%	2-3 Years time
0.00%	4 Years or greater
0.00%	Not Applicable

### What do you primarily undertake your renewable resource activities for?

4.

Response	Answer Categories
73.33%	Both
20.00%	Community benefit
6.67%	Business benefit

# Future Planning

The RDAIWM Strategic Plan 2021-2025 outline is the first stage in several consultative steps that will be conducted over the coming years in gathering key 'local statistical information' for the Australian and Queensland State governments.

Regional delegations through Ipswich & West Moreton will be conducted during the second half of 2022/2023 to confer with key stakeholders in the dedicated RDAIWM region but, more importantly, to take the opportunity to discuss regional planning issues for this financial year.

RDAIWM will continue dialogue with the four Local Government authorities as critical local stakeholders to confirm their strategic regional development intentions for that period, including discussing and elaborating on their corporate and strategic objectives.

RDAIWM perceives its role as advising and guiding program and project development and then advocating for the region of Ipswich & West Moreton.

Due to unprecedented economic and population growth planned for the area, there is a need for social and community development to keep up to the same level. RDAIWM has developed a structure of internal procedures and templates to assist in successfully delivering society and social projects and programs.

The information and statistical data researched and gathered for the Strategic Plan 2021-2025 will be analysed to align all three- government policy and strategic direction levels. Future comments will also note strategic gaps and opportunities.

Programs, projects and policies first listed may be adjusted in future strategic plan addendums due to economic and social development, in-depth risk analysis, funding availability, further consultation and future planning by all three levels of Government.





## Conclusion

RDAIWM would like to take this opportunity to thank the individual Local Government Authorities of the Ipswich & West Moreton region for their patience, cooperation and future valuable input in the Strategic Plan 2021-2025.

The RDAIWM views local government and their elected regional representatives as an integral partner and the platform from which local strategies for sustainability will originate. Therefore, RDAIWM will closely align with regional local governments to obtain a current, correct and collaborative direction.

As duly elected representatives of the vast and diverse regional landscape, the four local governments will provide ongoing regional development intelligence to RDAIWM, utilising the National RDA framework to maintain momentum where required.

The RDAIWM would also like to thank the Australian Government Department of Infrastructure, Transport, Regional Development and Communications for its assistance in information and statistical data collecting.

The RDAIWM Strategic Plan 2021-2025 will be a fluid document (subject to ongoing monitoring and adjustment) that will form the basis from whence to commence annual strategic planning. The document content will effectively establish a starting point for dialogue between RDAIWM, Australian Government Department and Agencies, Queensland State Government Departments and Agencies, Local Government Authorities and the community.

As noted previously, regional Australia and, in this case, Ipswich & West Moreton is under increasing social, economic and environmental pressure. RDAIWM believes that the Strategic Plan 2021-2025 will be the starting point to encourage and support those unique regional communities to work together creatively and cooperatively to identify local leaders and work towards self-reliance.

Substantial funding through all levels of government has already been secured to support local and regional projects, helping the region grow to become more sustainable and vibrant. These priorities contribute to National and South East Queensland's regional development, infrastructure, and planning successes.

RDAIWM will continue to advocate and assist in integrating multi-government efforts to deliver and implement these projects, programs and policies to achieve our regional visions and goals.



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