AGENDA

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE

Thursday, 9 November 2023
10 minutes after the conclusion of the Governance and Transparency
Committee or such later time as determined by the preceding committee

Council Chambers, Level 8
1 Nicholas Street, Ipswich

MEMBERS OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE	
Councillor Andrew Fechner **(Chairperson)** Councillor Kate Kunzelmann **(Deputy Chairperson)**	Mayor Teresa Harding Councillor Jacob Madsen Councillor Sheila Ireland Councillor Marnie Doyle

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE AGENDA

** Item includes confidential papers

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 10

9 NOVEMBER 2023

AGENDA

WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

BUSINESS OUTSTANDING

CONFIRMATION OF MINUTES

1.   CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT
        COMMITTEE NO. 2023(09) OF 12 OCTOBER 2023

RECOMMENDATION

That the Minutes of the Meeting held on 12 October 2023 be confirmed.

OFFICERS' REPORTS

2.   COMMUNITY FUNDING AND SUPPORT ALLOCATIONS STATUS REPORT - 1 JULY TO
        30 SEPTEMBER 2023

        This is a report concerning the allocation of Council's Community Funding and
        Support Programs from 1 July to 30 September 2023.

        In the three months from 1 April to 30 September 2023, Council approved 77
        applications across 64 unique applicants, allocating a total of $333,298.20 to a
        variety of community events and projects.

        All successful applicants and projects are detailed in Attachment 1 and reported
        online on both the Transparency and Integrity Hub and on the Community Funding
        and Support website in accordance with Council's principles of transparency and
        the Community Funding and Support Policy.

RECOMMENDATION

        That the report concerning the allocation of Council's Community Funding and
        Support Programs from 1 July to 30 September 2023 be received and the contents
        noted.

3.   IPSWICH LIBRARIES SURVEY REPORT 2022-2023

This is a report concerning the Ipswich Libraries Survey Report 2022-2023 which provides a summary of 2,058 responses from the community on council's library services with respondents rating their overall satisfaction with Ipswich Libraries at 91%.

RECOMMENDATION

That the Ipswich Libraries Survey Report 2022-2023 be received and the contents noted.

4.   IPSWICH YOUTH ADVISORY COUNCIL 2023

This is a report concerning the Ipswich Youth Advisory Council (IYAC) program.

IYAC is an Ipswich City Council youth development initiative for young people in the City of Ipswich aged between 13 and 18 years. The goal of IYAC is to ensure Ipswich's young people are heard on issues they care about and are empowered to undertake change making initiatives across the city.

In 2023 IYAC actively collaborated with council on several significant topics, including Brisbane 2032 Olympic and Paralympic Games, Inclusion and Connectedness Plan, Draft Planning Scheme, City Wide Events Plan, Customer Experience Program and the future of Resource Recovery.

RECOMMENDATION

That the report concerning the Ipswich Youth Advisory Council be received and the contents noted.

5.   CUSTOMER EXPERIENCE QUARTERLY REPORT - SEPTEMBER

This is a quarterly report concerning the Customer Experience Program of Work, providing an update on the finalisation of the Immediate Action Plan and the continuation of the Customer Experience Priorities as part of the Customer Experience Program.

RECOMMENDATION

That the September 2023 quarterly report concerning Council's Customer Experience program of work be received and the contents noted.

NOTICES OF MOTION

MATTERS ARISING

COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2023(09)

12 OCTOBER 2023

MINUTES

COUNCILLORS' ATTENDANCE: Councillor Andrew Fechner (Chairperson); Councillors Kate Kunzelmann (Deputy Chairperson), Mayor Teresa Harding, Jacob Madsen, Sheila Ireland and Marnie Doyle

COUNCILLOR'S APOLOGIES: Nil

OFFICERS' ATTENDANCE: Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), General Manager Environment and Sustainability (Kaye Cavanagh), General Manager Asset and Infrastructure Services (Matt Anderson), General Manager Corporate Services (Matt Smith), General Manager Planning and Regulatory Services (Brett Davey), Community Services Manager (Melissa Dower), Chief of Staff – Office of the Mayor (Melissa Fitzgerald), Senior Media Officer (Darrell Giles), Senior Media Officer (Lucy Stone) and Theatre Technician (Trent Gray)

ACKNOWLEDGEMENT OF COUNTRY

Councillor Andrew Fechner (Chairperson) invited Councillor Kate Kunzelmann to deliver the Acknowledgement of Country

DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

Nil

BUSINESS OUTSTANDING

Matter on Notice - Launching of a New App for the Active and Healthy Program

At the Community, Culture, Arts and Sport Committee of 5 September 2023 the following Matter on Notice was raised by Mayor Teresa Harding:

That the Chief Executive Officer provide a response back to the Community, Culture, Arts and Sport Committee on the development of the Active and Healthy program App and in particular advice from Council's Information Officer.

A response was provided to Councillors on 29 September 2023 as follows:

The Active and Healthy Program App is being delivered in consultation with Council's Information and Communications Technology Branch. The use of the App developer Clubworx has been reviewed and approved by the Systems Engineer Security Officer and escalated to an ICT working group for wider review and approval. The approval to proceed was granted on 21 April 2023. The Acting Chief Information Officer has been briefed on this project and has provided support of the process that has been undertaken.

CONFIRMATION OF MINUTES

1. CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2023(08) OF 5 SEPTEMBER 2023

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Kate Kunzelmann:

That the Minutes of the Community, Culture, Arts and Sport Committee held on 5 September 2023 be confirmed.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Ireland	
Doyle	

The motion was put and carried.

OFFICERS' REPORTS

2. STRONGER COMMUNITIES PROGRAM 2023

This report summarises the outputs and outcomes of the Stronger Communities Program 2023, a Council initiative to enhance the governance, capabilities and capacity of community groups within the Ipswich area.

The Stronger Communities Program has provided essential governance skills and resources to more than 110 community groups, enabling them to sustain their efforts in delivering positive community outcomes across our city. Building on its

achievements in 2021-2022 the program returned in 2023 and achieved an even greater level of engagement and impact.

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Kate Kunzelmann:

That the Stronger Communities Program 2023 report be received and the contents noted.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Ireland	
Doyle	

The motion was put and carried.

NOTICES OF MOTION

3. NOTICE OF MOTION - AN ARTS HUB FOR THE CREATIVE COMMUNITY OF IPSWICH

This is a notice of motion submitted by Councillors Andrew Fechner and Marnie Doyle concerning an Arts Hub for the creative community of Ipswich.

Councillors Andrew Fechner and Marnie Doyle gave notice of their intention to move the following motion at the Community, Culture, Arts and Sport Committee Meeting of 12 October 2023:

RECOMMENDATION

Moved by Councillor Andrew Fechner:
Seconded by Councillor Marnie Doyle:

A. **That Council note that delivery and activation of a local arts hub is an opportunity to deliver on actions stemming from key council strategies and plans including the Creative Industries Action Plan, Ipswich Central Revitalisation, and the Economic Development Strategy.**

B. **That Council investigate the immediate activation of Lease G on Lot 12, 116 Brisbane Street, Ipswich (Formally Jamie's Kitchen) as a visual arts studio.**

C. **That Council consider medium- and long-term options for the establishment and activation of a multi-use contemporary arts hub to support the creative community of Ipswich focusing on two key council assets as follows:**

    1. **101 Limestone St, Ipswich (Fire Station 101)**

    2. **42 and 42B The Terrace, North Ipswich (Formally Ipswich Woollen Mills)**

D. **That a report in response to this notice of motion be provided to the 28 November 2023 meeting of the Community, Culture, Arts and Sport Committee.**

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Ireland	
Doyle	

The motion was put and carried.

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4. NOTICE OF MOTION - SPECIALIST PUBLIC SPACE LIAISON OFFICER

This is a notice of motion submitted by Councillors Andrew Fechner and Marnie Doyle concerning the employment of a Specialist Public Space Liaison Officer.

Councillors Andrew Fechner and Marnie Doyle gave notice of their intention to move the following motion at the Community, Culture, Arts and Sport Committee Meeting of 12 October 2023:

RECOMMENDATION

Moved by Councillor Marnie Doyle:
Seconded by Councillor Andrew Fechner:

That Council investigate and employ a Specialist Public Space Liaison Officer as a matter of priority.

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Ireland	

Doyle

The motion was put and carried.

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5.   NOTICE OF MOTION - TEMPORARY SAFETY CAMERAS IN TONY MERRELL PARK LEICHHARDT

This is a notice of motion submitted by Councillors Andrew Fechner and Marnie Doyle concerning temporary safety cameras in Tony Merrell Park, Leichhardt.

Councillors Andrew Fechner and Marnie Doyle gave notice of their intention to move the following motion at the Community, Culture, Arts and Sport Committee Meeting of 12 October 2023:

RECOMMENDATION

Moved by Councillor Marnie Doyle:
Seconded by Councillor Andrew Fechner:

A.   **That Ipswich City Council install two temporary safety cameras at Tony Merrell Park in Leichhardt, with a view to working with the Queensland Police Service (QPS) to help identify offenders, and to provide footage that supports investigations or prosecutions by QPS in relation to riding of trail bikes in the park.**

B.   **That Council review existing signage at and in the park to ensure that it clearly prohibits the operation of motor bikes and trail bikes in the park, in accordance with council's Local Laws.**

AFFIRMATIVE Councillors:	NEGATIVE Councillors:
Fechner	Nil
Kunzelmann	
Harding	
Madsen	
Ireland	
Doyle	

The motion was put and carried.

MATTERS ARISING

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 12.47 pm.

The meeting closed at 1.22 pm.

Doc ID No: A9481512

ITEM: 2

SUBJECT: COMMUNITY FUNDING AND SUPPORT ALLOCATIONS STATUS REPORT - 1 JULY
                    TO 30 SEPTEMBER 2023

AUTHOR: COMMUNITY FUNDING AND SUPPORT OFFICER

DATE: 9 OCTOBER 2023

EXECUTIVE SUMMARY

This is a report concerning the allocation of Council's Community Funding and Support
Programs from 1 July to 30 September 2023.

In the three months from 1 April to 30 September 2023, Council approved 77 applications
across 64 unique applicants, allocating a total of $333,298.20 to a variety of community
events and projects.

All successful applicants and projects are detailed in Attachment 1 and reported online on
both the Transparency and Integrity Hub and on the Community Funding and Support
website in accordance with Council's principles of transparency and the Community Funding
and Support Policy.

RECOMMENDATION/S

> **That the report concerning the allocation of Council's Community Funding and**
> **Support Programs from 1 July to 30 September 2023 be received and the contents**
> **noted.**

RELATED PARTIES

Councillor Kate Kunzelmann declared a Conflict of Interest in relation to an application made
for Councillor Discretionary Funds by the Ipswich 60 and Better Program. Councillor
Kunzelmann did not allocate funds towards this application.

IFUTURE THEME

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

PURPOSE OF REPORT/BACKGROUND

Council's Community Funding and Support Program is a direct outcome and delivery action
of the City of Ipswich Community Development Strategy:

Pillar 1 – Capacity Building and Resilience

- Community and charitable groups/organisations, services, businesses, and government agencies are working together to achieve goals that are driven by community aspirations

- Community is empowered and has the skills and resources to increase their independence and sustainability to continue to design and deliver community led initiatives

- Community development continues to champion and lead the contemporary community development principles

Pillar 2 – Wellbeing

- Our community is progressive, innovative and community stakeholders are empowered and supported to address the social and economic issues and together we collaborate for positive change

- Increased support and initiatives for health and wellbeing in local communities

- Improved coordination, promotion and participation of initiatives and activities to celebrate and acknowledge significant weeks and celebrations

Pillar 5 – Civic Participation and Leadership

- We listen to our key stakeholders. Community needs and aspirations are responded to by collectively engaging with community leaders and key stakeholders

- Increase community ties with council representatives

- Improved and increased capability of volunteer leaders, community organisations and groups

Ipswich City Council is committed to supporting community initiatives and partnerships that encourage participation in community life, foster social cohesion, celebrate culture and diversity, and contribute to a vibrant, healthy and sustainable city.

The Community Funding and Support Program affirms Council's commitment by providing funding avenues and support to organisations and individuals while ensuring an equitable, open, transparent, and accountable decision-making process.

The information provided in this report and its attachment details funding allocation through each of the available programs from 1 July to 30 September 2023.

Community Events Funding	
Funding up to $5,000.00	Total funds allocated: $52,551.97
Submitted applications: 32	Successful applications: 12
Please note that nine (9) of the applications submitted during this time frame are currently being assessed. Funding was provided towards a youth mental health festival, a	

children's fishing day, community festivals, a theatre production, and various Christmas events.

Community Projects Funding	
Funding up to $15,000.00	Total funds allocated: $89,786.30
Submitted applications: 11	Successful applications: 8
Funding was provided towards cat desexing and microchipping, a multicultural youth program, and facility upgrades.	

Councillor Discretionary Funds	
Funding up to $1,000.00 per Councillor	Total funds allocated: $48,609.40
Submitted applications: 33	Successful applications: 20
Funding was provided towards sporting events (both hosting and representation), community events, environmental programs, and equipment purchases.	

In-Kind Assistance	
In-Kind Assistance up to $10,000.00	Total funds allocated: $57,827.53
Submitted applications: 28	Successful applications: 25
Funding was provided towards facilitating events across Ipswich by enabling them to access portable toilets, rubbish bins and other equipment required to host events safely and comfortably for residents and visitors to Ipswich.	

Quick Response Funding	
Funding up to $1,000.00	Total funds allocated: $2,000.00
Submitted applications: 5	Successful applications: 2
Funding was provided towards a school holiday activity in Goodna, and equipment to set-up a new school's P&C Association.	

Regional Arts Development Fund (RADF)	
Funding limits vary depending on category	Total funds allocated: $82,523.00
Submitted applications: 14	Successful applications: 10
Funding was provided towards a range of creative mediums such as music, clay, circus skills, performing arts, as well as two (2) RADF Quick Response recipients attending conferences to assist them with their professional development.	

LEGAL IMPLICATIONS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Local Government Regulation 2012

POLICY IMPLICATIONS

The matter of the report and its recommendations are consistent with the following policies:
Conflicts of Interest for Employees Policy
Community Funding and Support Policy
Councillor Discretionary Funds Policy

RISK MANAGEMENT IMPLICATIONS

There are no discernible risk management implications associated with this report and its recommendations.

FINANCIAL/RESOURCE IMPLICATIONS

There are no discernible financial or resource implications associated with this report and its recommendation.

The Community Services Section managed the receipt, assessment and allocation of applications received through the Community Funding and Support Programs in accordance with the Community Funding and Support Policy, Councillor Discretionary Funds Policy, and associated guidelines.

Funding for the provision of community funding is contained within the Community Services Section 2023-2024 financial year budget.

COMMUNITY AND OTHER CONSULTATION

The Manager, Community and Cultural Services was consulted as the delegated officer for Council responsible for providing landowners approval on the application from the Rosewood Agricultural & Horticultural Society, seeking approval for the installation of the grandstands. Approval was provided.

The Principal Officer (Sport and Recreation Programs) was requested to progress the approval process from Council as the landowner for the application from the Ipswich Netball Association for the construction of an additional club storage shed. Approval of this application is subject to Council's approval for the works.

CONCLUSION

Council's Community Funding and Support Team has processed and supported 123 Community Funding and Support Program applications between 1 July to 30 September 2023. Of those applications, there has been $333,298.20 in funding and support provided to 64 unique applicants.

Applications for funding are assessed in accordance with the eligibility criteria and assessment process outlined in the Community Funding and Support Policy, Councillor Discretionary Funds Policy, Civic and Ceremonial Events Policy, and associated Guidelines.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation states that the report be received, and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Community Funding and Support Allocation Status Report - 1 July to 30 September 2023 ⬇ 📄

Sarah Sheehy
COMMUNITY FUNDING AND SUPPORT OFFICER

I concur with the recommendations contained in this report.

Melissa Dower
COMMUNITY SERVICES MANAGER

I concur with the recommendations contained in this report.

Don Stewart
MANAGER, COMMUNITY AND CULTURAL SERVICES

I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER, COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

"Together, we proudly enhance the quality of life for our community"

COMMUNITY FUNDING AND SUPPORT ALLOCATIONS 1 JULY TO 30 SEPTEMBER 2023

Applicant	Project Title	Description	Amount Allocated (excl. GST)
Community Events Funding			
Able Australia Services	Ipswich Seniors Expo	The Expo is a regular event to recognise Seniors Month in October each year. The program will include entertainment by local singers, an exercise class by a personal trainer, performances by two local kindergartens involved in a weekly Intergen activity in Ipswich, lunch prepared and served by the students of Ipswich TAFE, and multiple lucky door prizes.	$ 3,581.82
Australian Garden History Society	Ipswich - Digging into the past - Above and below the Limestone Hills	The annual national conference will be held in Ipswich over three days explores the evolution of the landscape, how First Nations and Settler Colonies responded to the river.	$ 5,000.00
Brisbane Valley Anglers Fishstocking Association	Springfield Lakes Take a Kid Fishing Day	A day spent teaching children aged up to 17 years how to fish responsibly and the ethics of sustainable fishing.	$ 4,336.00
Central Presbyterian Church Ipswich	Mini Christmas in the Valley	The event will include singing along to Christmas carols and other entertainment, an animal farm, messy play, sporting challenges, children's craft activities, raffle prizes and games for all ages.	$ 5,000.00
Goodna Community Association	Jacaranda Festival	The Festival includes rides, market stalls, entertainment and a Jazz and Wine Festival.	$ 5,000.00
Ipswich Malayali Association	Aaarpo Erro	A traditional Indian celebration including entertainment, traditional rituals, and food.	$ 4,784.07
Ipswich Musical Theatre Company	Aladdin Jr	The Ipswich Musical Theatre Company Juniors consists of students ranging from the ages 8-15 years, who will be performing four shows over two days.	$ 5,000.00
Ipswich Region Community Church (t/a Cityhope Church)	Cityhope Christmas	Funding is sought towards sound, lighting and LED screen hire.	$ 5,000.00
Marburg Community Carols Committee	Marburg Community Carols Evening	A community event including entertainment, face painting, children's craft activities, food and market stalls, and a free sausage sizzle.	$ 2,845.83
Mardi Gras-Burg	Mardi Gras Burg Festival	A free family-friendly event for anyone who belongs to or supports the LGBTQIA+ community. The event will include live music and entertainment, information and market stalls, a fashion parade, and food trucks.	$ 2,600.00
Raceview Congregational Fellowship	2023 Christmas Carols under the Big Tree	For over 40 years this event has been held under the big fig tree on Wildey Street. The night will include singing along to traditional Christmas carols and entertainment by the Bundamba Salvation Army Band, Cambrian Choir, Raceview State School and the Raceview Congregational Kindergarten.	$ 5,000.00
Shiloh Christian Family Church	Dreamers Festival	This is a free 3-night community event for young people and will include: Dreamers Drop-In - a safe space for young people to talk through all things well-being with the hopes of resourcing them to connect with professional services; Dreamers Innovation Space - all things creative expression including murals, painting, and opportunities to be involved in ongoing innovative work in the community; and Dreamers Festival Zone - sports and gaming competitions, food trucks, inflatable obstacle courses and chill zones.	$ 4,404.25
		TOTAL	$ 52,551.97
Community Projects Funding			
Australian Pet Welfare Foundation	Community Cat Program	Free cat desexing and microchipping of 272 cats owned by vunerable families.	$ 14,836.36
Central Presbyterian Church Ipswich	Hall Renovation Project 2023	Renovation and upgrades to the kitchen in order for programs such as Ipswich Assist are able to continue providing meals to people who are marginalized, lonely or homeless.	$ 9,799.09
Eternal Christian Fellowship Queensland	3 H's Program	The 3 H's Program (Happy, Healthy, and Hopeful) is an 8 week program developed to help Samoan children and youth engaged through healthy culture-based recreational practices. Children from Goodna and Riverview state primary schools, along with a similar program for Samoan youth from within the general Ipswich community, will be given the opportunity to attend this program. This program will be facilitated by both the Samoan Elders, and youth participating in the program. Each of the sessions will include some form of physical exercise (e.g. touch footy, dance, kilikiti, or lape - traditional Samoan sports), and other Samoan cultural activities such as basket weaving, lei making, and sharing of stories.	$ 4,824.50
Ipswich Connect	NBHD Upper Room - Technology and office fitout	A fit-out of the mezzanine floor, which will be available to program participants at no cost to enable access to online study, job searching and centrelink reporting in a safe and supportive environment with mentors on-hand. Secondly the equipment will be used as an income stream through the hire of a hot-desk and meeting room facilities.	$ 8,656.75
Ipswich Netball Association	Procurement of Club Shed	This additional storage shed is required for equipment, uniforms and tents to accommodate the increase in teams and clubs.	$ 15,000.00
Raceview Congregational Fellowship	Raceview Repurpose Woodwork Shed	This second workspace will be dedicated to fixing and repairing wooden furniture for donating to families in crisis.	$ 13,508.00
Rosewood Agricultural & Horticultural Society	Grandstands	The addition of these grandstands are required to better accommodate growing crowds at the annual Rosewood Show & Bull Ride as well as other groups who use the site for sporting and recreational purposes, including the Campdraft and team penning committees, Poultry Club, Rosewood Hack & Pony Club, and many others.	$ 13,921.60
Rotary Club of Goodna	Hospice Access Pathway Upgrade	The current pathway from the Ambulance Bay to the Guest Wing entrance of the facility is an uneven surface is a safety hazard and results in some difficulty (and discomfort for patients) while transporting them from the arrival ambulance bay to Guest (patient) Wing. It can also be a challenging surface to negotiate for any visitors of guests who use mobility aids / wheelchairs.	$ 9,240.00
		TOTAL	$ 89,786.30
Councillor Discretionary Funds			
Churchill State School P&C Association	100 Year Celebration School Bush Dance	This is a 100 year anniversary of education at Churchill State School.	$ 3,000.00
Collingwood Park Junior Australian Football Club	Junior Footy, Community Encouragement and Appreciation Day	A celebration of the Junior footballers to encourage them to continue being active, engage further with the club and consider staying with the club promoting the club to new members and volunteers.	$ 825.00
Ipswich 60 and Better Program	Upgrade Photocopier	Purchase of a new photocopies in order to continue distribution of a newsletter to members, community organisations and the general community.	$ 1,634.20
Ipswich Baptist Community Care Service	Beacon Wellbeing Hub	Purchase of an electronic device and stand to register visitors to the Hub, and a square cash register.	$ 1,697.00
Ipswich Grammar School Parents & Friends Association	Bill Turner Cup National Finals Participation	Support for the U15 team to travel to NSW to compete in The Bill Turner Cup.	$ 2,000.00
Ipswich Musical Theatre Company	The Phantom of the Opera	A community performing arts production presented by Ipswich Musical Theatre Company. The production involves a diverse and talented group of individuals who are involved in the planning, promotion and delivery of five live performances on the Ipswich Civic Centre stage.	$ 8,250.00
Ipswich Softball Association	U18 Women Ipswich Rep Team attending State Championships	Supporting the players and officials of the U18 team to attend the U18 Queensland State Championships in Noosa.	$ 1,450.00
Ipswich Softball Association	Mackay State Championships	Supporting players and officials travelling to Mackay Sept 15th-19th 2023 to compete in the Qld State Championships.This is where players can be selected to play for Qld in Nationals.	$ 2,950.00
Ipswich Softball Association	Open Women Ipswich Representative Softball Team	Support the players and officials of the Open Women's team to attend the State Championships in Redcliffe in September 2023.	$ 2,500.00
Marburg and District Residents Association	Black Snake Creek Festival	This year the Festival celebrates German heritage with a German group offering music, dancing and bell ringing. Displays and information in the Heritage Centre and the Rosewood Scrub Society Hall. Community organisations participating including the local school, Anglican Church, and local emergency services alongside members of the Marburg and District Residents Association.	$ 2,468.00
Mt Mort Cemetery Trust	Side Fence Replacement.	Support to address urgent maintenance and preservation needs to ensure the long-term sustainability and the historical significance of the cemetery.	$ 2,850.00
Neighbourhood Watch Australasia - Riverview Neighbourhood Watch	35 Years in Riverview Outdoor Movie Night	Celebrating 35 years of continuous service with an Outdoor movie Night, which also includes a petting zoo, face painting, a sausage sizzle, coffee van, raffle and entertainment.	$ 2,156.00
Orphan Native Animal Rear and Release Association	Keeping the Ducklings Safe	Purchase of a 'chook' tractor to raise and release wild ground hugging birds, mainly ducklings, but also bush stone curlews, swamp hens, and ibis (or whatever comes into care).	$ 830.00
Queensland Pioneer Steam Railway	Steel sleepers replacing "the Steal"	Support to provide enough steel sleepers (100) and clip posts (400) to continue this training program and track upgrades over the 2023 season.	$ 4,500.00
Raceview Congregational Soccer Club	Raceview Soccer Club 50th Anniversary Celebration	Celebrating the 50th season of competition as a club with a dinenr and the launch of the Life Members Board and 20 Years Service Awards.	$ 3,291.00
Rosewood Bowls Club	Defibrillator	Purchase of a new automatic defibrillator for the club.	$ 2,000.80
Rotary Club of Booval (Ipswich)	Footprints in the Park	Support to provide hot meals served from the clubs catering trailer to those in need who are vulnerable, socially isolated and lonely.	$ 2,300.00
Society for Growing Australian Plants Ipswich Branch (Native Plants Queensland Ipswich Branch)	Native Plant Sale & Enviro Day	The day is a showcase for displays by local environmental groups and the sale of native plants by members of Native Plants Queensland branches. Environmental groups will each have a display area to showcase to members of the public their activities and answer questions about their particular area of expertise.	$ 2,094.00
Springfield Lakes Nature Care Inc - Landcare Group	Bat Walk & Talk	A workshop about microbats with Robin Rowland a Bat expert from the Sunshine Coast University, using special bat detector equipment to provide a final report of the species recorded.	$ 813.40
STAR Community Services	Tech Expo for Seniors	An event is to encourage older people to gain knowledge to become confident digital users, improving digital inclusion for people aged over 65.	$ 1,000.00
		TOTAL	$ 48,609.40

Item 2 / Attachment 1.

Applicant	Project Title	Description	Amount Allocated (excl. GST)
In-Kind Assistance			
AFL Queensland	National Inclusion Carnival	Bins, toilets and Council stores items	$ 1,714.20
Blackstone-Ipswich Cambrian Choir	Theatre Restaurant	Bins	$ 604.80
Brassall Christmas in the Park	Brassall Christmas in the Park	Bins, toilets and Council stores items	$ 4,689.90
Brisbane Valley Anglers Fishstocking Association	2023 Charlton's Fishing Springfield Lakes Pest Fishing Classic	Bins and toilets	$ 1,221.05
Brisbane Valley Anglers Fishstocking Association	Springfield Lakes Take a Kid Fishing Day	Bins and toilets	$ 1,072.15
Central Presbyterian Church Ipswich	Mini Christmas in the Valley	Bins, toilets and Council stores items	$ 4,055.60
Churchill State School P&C Association	100th year celebration bush dance	Bins, toilets and Council stores items	$ 1,871.60
Greater Springfield Indian Association	GSIA Dandiya night	Bins, toilets and Council stores items	$ 2,283.23
Guides Queensland - Goodna/Redbank Plains District	Goodna/Redbank Plains Girl Guide Hut 50th Celebration	Bins and toilets	$ 875.70
Ipswich & District Rifle Club	Open Prize Meeting	Bins and toilets	$ 974.45
Ipswich Basketball Association	BQ U12 Girls State Championships	Bins and Council stores items	$ 814.65
Ipswich Historical Society	Box Flat Memorial Service	Bins and toilets	$ 662.75
Ipswich Hospital Foundation	IHF Park2Park	Bins, toilets and Council stores items	$ 4,050.10
Ipswich Region Community Church (t/a Cityhope Church)	Cityhope Christmas	Bins	$ 588.80
Marburg and District Agricultural and Industrial Association	Marburg Garden and Outdoor Expo	Bins and toilets	$ 4,277.50
Mardi Gras-Burg	Mardi Gras-Burg Festival	Bins, toilets and Council stores items	$ 3,453.30
Philippines-Australia Multicultural Association	PAMA SpringFest 2023	Bins, toilets and Council stores items	$ 2,383.90
Returned & Services League of Australia (Qld Branch) Redbank Sub Branch	Remembrance Day Commemoration Service	Toilets	$ 628.90
Rugby League Ipswich	RLI Grand Final Series	Toilets	$ 1,311.20
Society for Growing Australian Plants Ipswich Branch	Native Plant Sale & Enviro Day	Bins	$ 429.00
Signal Flare	BBQ for the homeless and the needy	Bins	$ 563.70
Springfield Carols Incorporated	Springfield Carols	Bins, toilets and Council stores items	$ 6,433.83
Tivoli Social Enterprises Limited	Celebrate '24!	Bins, toilets and Council stores items	$ 4,525.90
Tivoli Social Enterprises	Christmas Under The Stars	Bins, toilets and Council stores items	$ 4,525.90
Whitehill Sports Club Limited	QCSA Grand Finals 2023	Bins, toilets and Council stores items	$ 3,815.42
		TOTAL	$ 57,827.53
Quick Response Funding			
Goodna Neighbourhood House	Stepping into Spring: Little Gardens by Little People	A school holiday activity decorating pots and planting succulents, creating a zen garden, and hearing from professionals such as park rangers and gardeners on the importance of looking after the environment and growing plants.	$ 1,000.00
Ripley Central State School P&C Association	Project P&C	The purchase of a laptop for the executive committee and a barbeque, for events for the school and local community.	$ 1,000.00
		TOTAL	$ 2,000.00
Regional Arts Development Fund (RADF)			
ArtsConnect Ipswich	Art in Action - Galvanised Festival Event	Entertainment provided by Music by Molly, Suzie Moore and the Minor Chords, still life drawing workshops, Life Drawing workshops with models dressed in colonial clothing and a small art exhibition.	$ 5,500.00
Cari Milton	Romance Writers of Australia Conference 2023 Sydney	Support to attend the conference, attending workshops to assist with the applicants professional and personal development.	$ 1,500.00
Ceramic Arts Queensland	Ceramic Arts Queensland Public Engagement Project	This is a public art engagement project to be held alongside the Ceramic Arts Queensland (CAQ) Siliceous Award finalists' exhibition at the Ipswich Community Gallery, with a pop-up clay studio each Saturday and Sunday.	$ 8,466.00
Circus Ipswich	In Real Life	The project will see collaboration between two community youth circus companies, Circus Ipswich and Vulcana Circus culminating in a performance piece entitled "Come to My House" to be held in December.	$ 4,000.00
Community Cake	The Great Marburg Bake Off Art Show-Let them ART cake	The Let them ART cake event will bring together local and interstate artists to share their knowledge, and passion for their art forms which in turn will build the skills of local artists and exhibitors.	$ 7,309.00
Hey Boss	Live On Stage' development	Internationally renowned beatboxer Tom Thum and singer/songwriter/guitarist Jamie MacDowell will undertake an intensive two-week development, culminating in an industry showing in Ipswich to develop the theatrical narrative and design of their new show: Live on Stage.	$ 14,925.00
Mind Blank	A Voice for Youth	In the setting of interactive creative workshops, students observe realistic scenarios of current teen issues portrayed by professional actors and emerging artists, inspired by real events, and then contribute to creating alternative outcomes with the actors and themselves which illustrate positive pathways and solutions.	$ 17,323.00
Pan and Boo	In A World of My Own	An experiential installation designed to inspire development through play with the concept of adapting the scale of a garden to become larger than life. Along the journey, there are multiple activities, including finding hidden animals, making your own flowers at the craft tables, and reading under the tree.	$ 18,000.00
Paulina Schuemann	Reeperbahn Festival 2023	Attending and potentially showcasing at the Reeperbahn Festival, along with playing shows in Germany and in the UK will enable the artist to have the opportunity to play in front of european music industry professionals, attend networking events, and learn by taking part in workshops.	$ 1,500.00
Stephen Utting	Songwriting Workshops	The two teaching sessions cover the songwriting topics Concept, Lyrics, Melody, and Harmony, Dynamics and Sound Production.	$ 4,000.00
		TOTAL	$ 82,523.00

Doc ID No: A9514864

ITEM: 3

SUBJECT: IPSWICH LIBRARIES SURVEY REPORT 2022-2023

AUTHOR: LIBRARY BRANCH SERVICES MANAGER

DATE: 18 OCTOBER 2023

EXECUTIVE SUMMARY

This is a report concerning the Ipswich Libraries Survey Report 2022-2023 which provides a summary of 2,058 responses from the community on council's library services with respondents rating their overall satisfaction with Ipswich Libraries at 91%.

RECOMMENDATION/S

> **That the Ipswich Libraries Survey Report 2022-2023 be received and the contents noted.**

RELATED PARTIES

There are no discernible related party conflicts of interest associated with this report and its recommendation.

IFUTURE THEME

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

Ipswich Libraries undertook its annual survey consultation during May and June 2023 to inform continuous improvement of library services to the Ipswich community.

The attached report provides the key responses and findings – of note survey respondents increased 36% and overall satisfaction decreased 7% compared to the 2021-2022 survey.

The Ipswich Libraries Survey Report 2022-2023 is a direct delivery action of the City of Ipswich Community Development Strategy:

Pillar 5 – Civic Participation and Leadership

- •   We listen to our key stakeholders. Community needs and aspirations are responded to by collectively engaging with community leaders and key stakeholders

- Children, young people and families are involved, and actively participate in, community life.

LEGAL IMPLICATIONS

This report and its recommendations are consistent with the following legislative provisions: *Not Applicable*

POLICY IMPLICATIONS

There are no discernible policy implications associated with this report and its recommendation.

RISK MANAGEMENT IMPLICATIONS

There are no discernible risk management implications associated with this report and its recommendation.

FINANCIAL/RESOURCE IMPLICATIONS

There are no discernible financial or resource implications associated with this report and its recommendation.

COMMUNITY AND OTHER CONSULTATION

The Ipswich Libraries Survey Report 2022-2023 provides a summary of 2,058 responses from the community.

CONCLUSION

Each year Ipswich Libraries undertakes community consultation to help identify how we can improve our services to the Ipswich community. The community consultation method used in 2022/2023 was an online approach. An anonymous survey was conducted by Library Services from Friday 19 May to Sunday 25 June 2023 via electronic direct mail to Ipswich Libraries database supported with a social media campaign to capture non-library members.

This report communicates the key responses and findings from the 2022-2023 Ipswich Libraries Survey.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ipswich Libraries Survey Report 2022-2023 ⇓ 🅿

Gail Seeney
LIBRARY BRANCH SERVICES MANAGER

I concur with the recommendations contained in this report.

Samantha Chandler
MANAGER, LIBRARIES AND CUSTOMER SERVICES

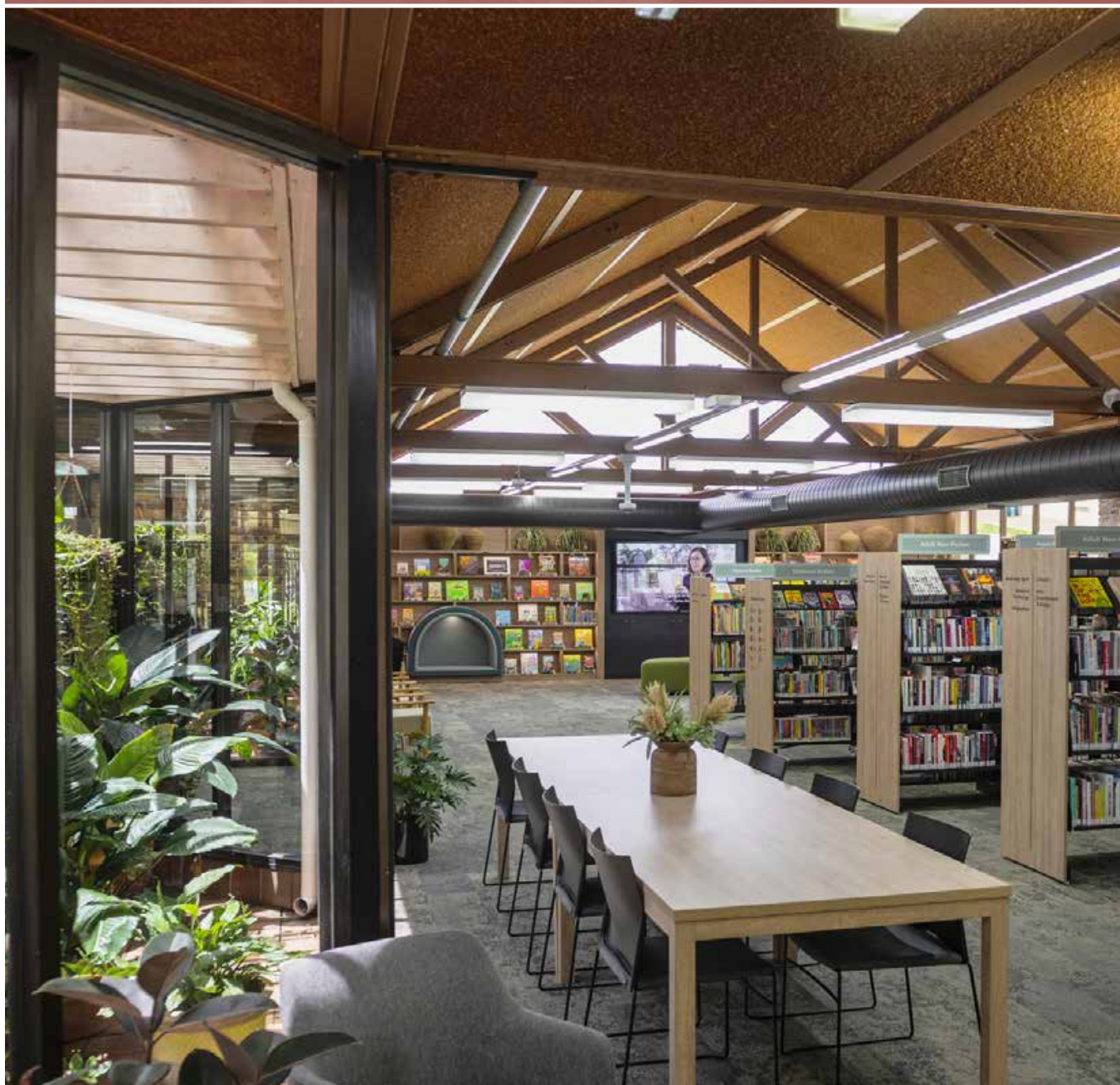I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER, COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

"Together, we proudly enhance the quality of life for our community"

IPSWICH LIBRARIES SURVEY REPORT

2022/2023

Ipswichlibraries.com.au

IPSWICH LIBRARIES

CONTENTS

DISCLAIMER

June 2023
Ipswich Libraries and Customer Services Branch
Community, Cultural and Economic Development Department

ii

BACKGROUND AND PURPOSE

Each year Ipswich Libraries undertakes community consultation to help identify how we can improve our services to the Ipswich community. The community consultation method used in 2022/2023 was an online approach. An anonymous survey was conducted by Library Services from Friday 19 May to Sunday 25 June 2023 via electronic direct mail to

Ipswich Libraries database supported with a social media campaign to capture non-library members.

The purpose of this report is to communicate the key responses and findings from the 2022/2023 Ipswich Libraries Survey.

2022/2023 IPSWICH LIBRARIES SURVEY

Survey questions were drafted to align with past library surveys, with 19 questions designed to ascertain what kinds of services are needed at the libraries (refer to Appendix A).

A total of **2,058** people completed the survey, of which 13% (271 people) had either never visited a library or had not visited a library in over two years.

¹ Based on a total population of 234,614 based on figures from QGSO and ABS.

IPSWICH LIBRARIES DELIVERS INCREASED CUSTOMER SATISFACTION

Feedback from the 2022/2023 survey indicates customer satisfaction for the Karalee Library Pod has reached an all time high, while the number of respondents visiting the library to study, work and read has more than doubled.

100% Karalee Library Pod satisfaction rating

SmartLocker satisfaction continues to rise

154% increase Visiting the library to study, work or read has more than doubled

54% Customers would like to see SmartLockers in shopping centres
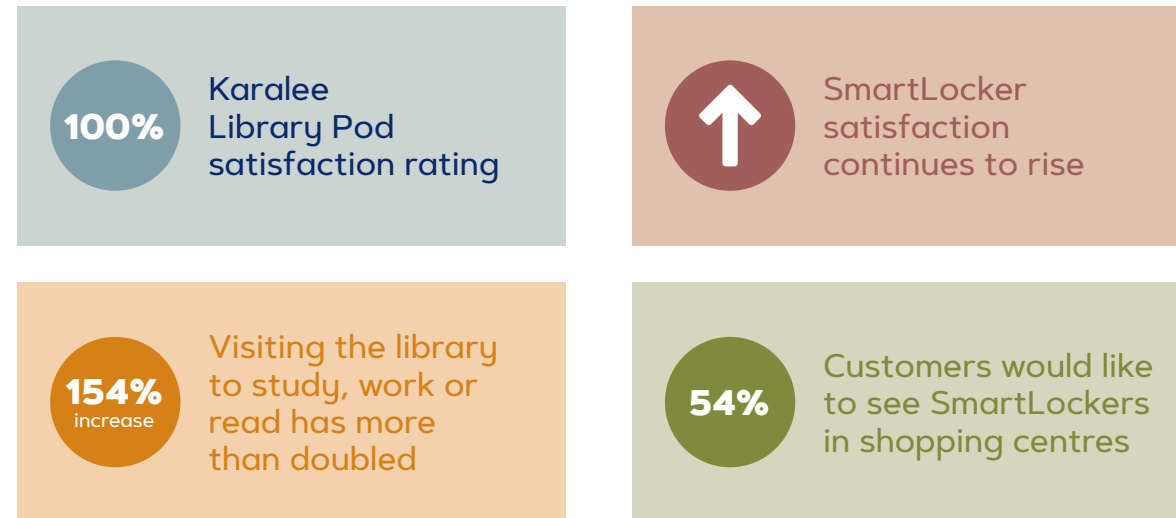
*Comments from 2022/2023 Library Survey participants.

2

3

DEMOGRAPHICS

The breakdown of participants across age, gender, and cultural backgrounds is presented in the graphs below. The majority of participants, 75%, identified as female. 44% were aged between 30 and 49 years, while 21%, were aged between 50 and 64 years. 70% identified as Australian.

Age brackets

Gender
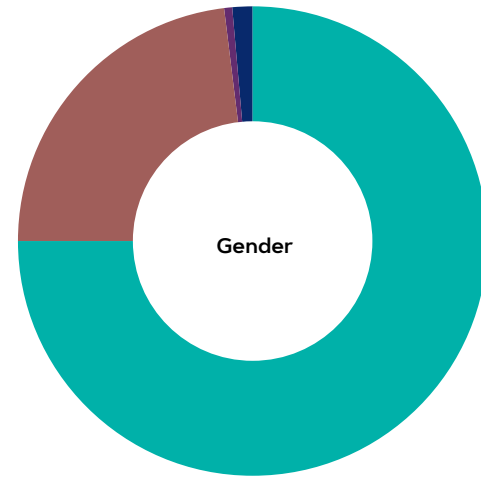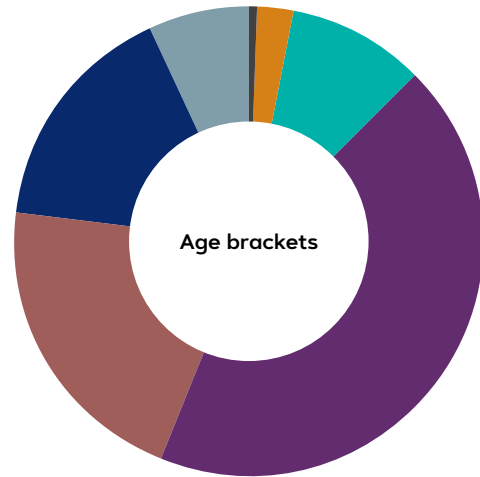
- 0-14 (0.72% = 14)
- 15-19 (2.48% = 48)
- 20-29 (9.44% = 183)
- 30-49 (43.53% = 844)
- 50-64 (20.99% = 407)
- 65-74 (16.09% = 312)
- 75+ (6.76% = 131)

- Female (75.19% = 1,458)
- Male (22.90% = 444)
- Other (0.72% = 14)
- Prefer not to say (1.19% = 23)

Cultural background

Category	Percentage
Aboriginal and Torres Strait Islander	2.17%
Australian	70.14%
English	9.33%
New Zealanders	2.94%
Indian	1.96%
South African	0.62%
Irish	0.52%
Chinese	0.72%
Other	8.95%
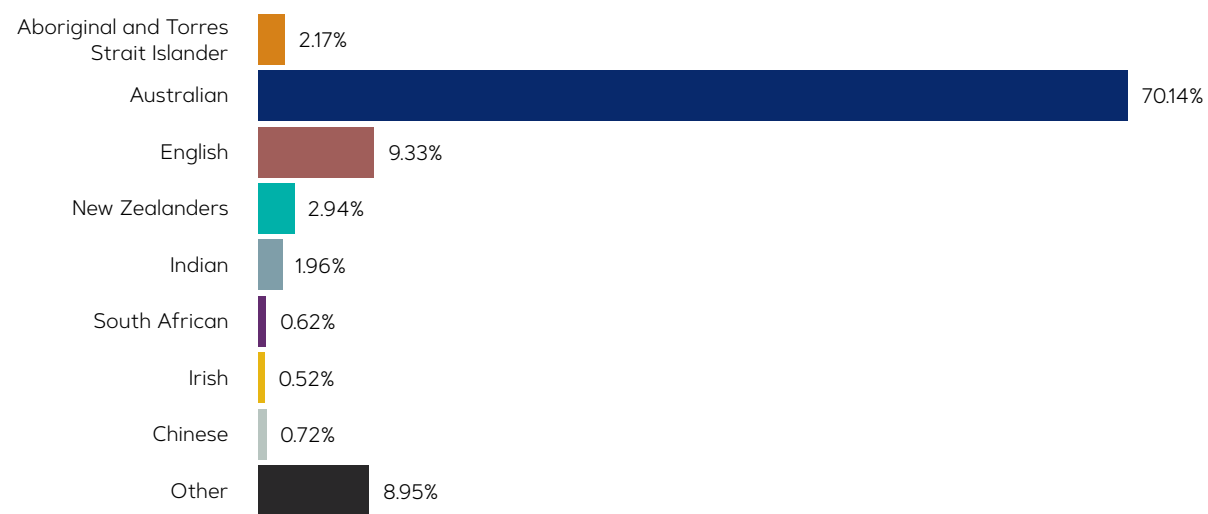
Total 100% = 1,939
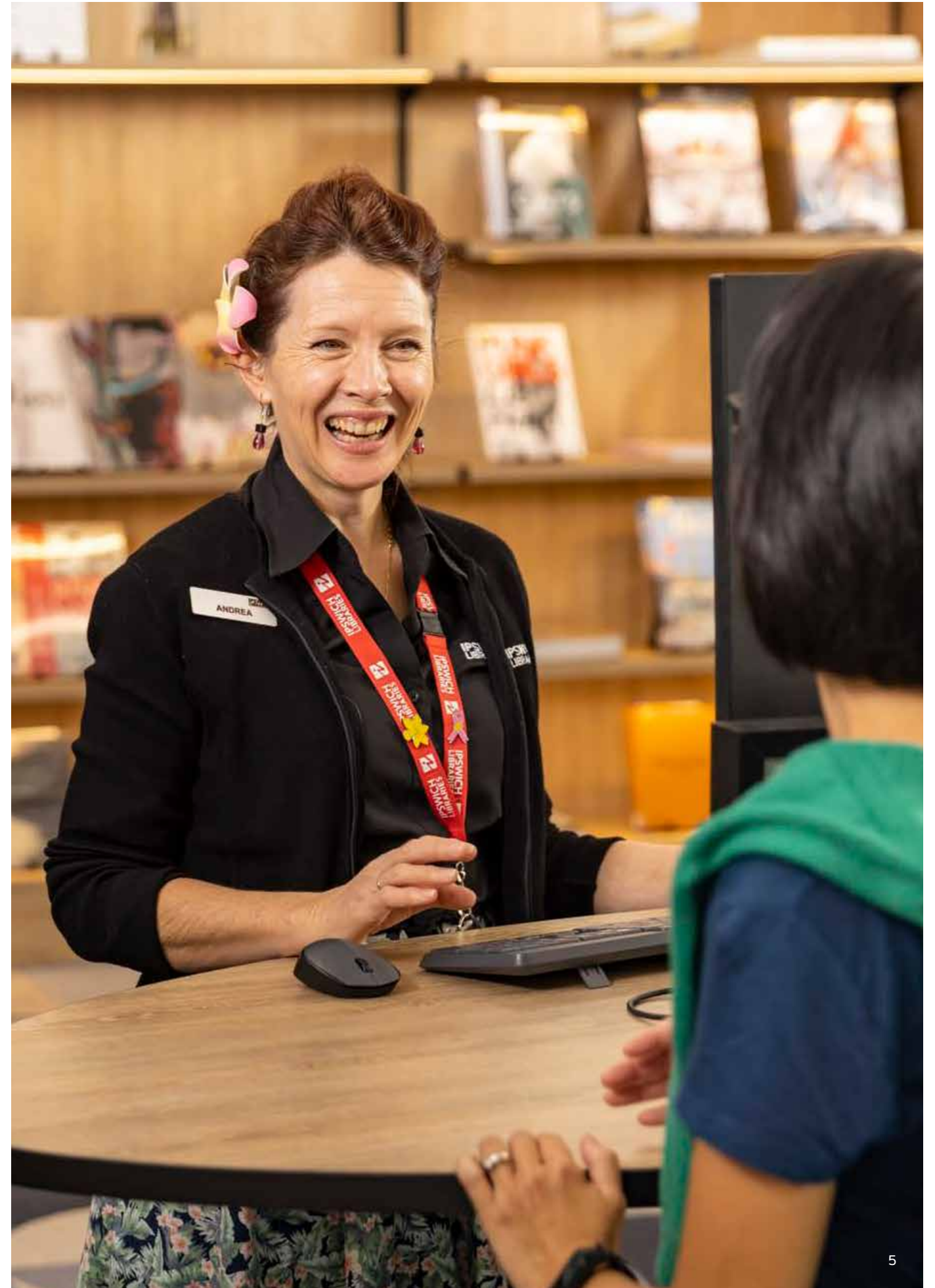
RESPONSES TO KEY QUESTIONS

The following section outlines the responses to the key questions.

Locations: Which Libraries do people use?

Participants were first asked to indicate which library or libraries they visit. Respondents were also asked which library they visited most frequently. 32.58% indicated Ipswich Central Library. A summary of the 2,058 responses is to the right.

Motivations: Why do you visit the Library?

Question 5 asked, 'Why do you visit the library?' Borrowing and returning, followed by browsing from the libraries collection were the most common. The next most popular reasons were attending library programs and events, and reading, working and studying.

TOTAL RESPONSES
Libraries most visited

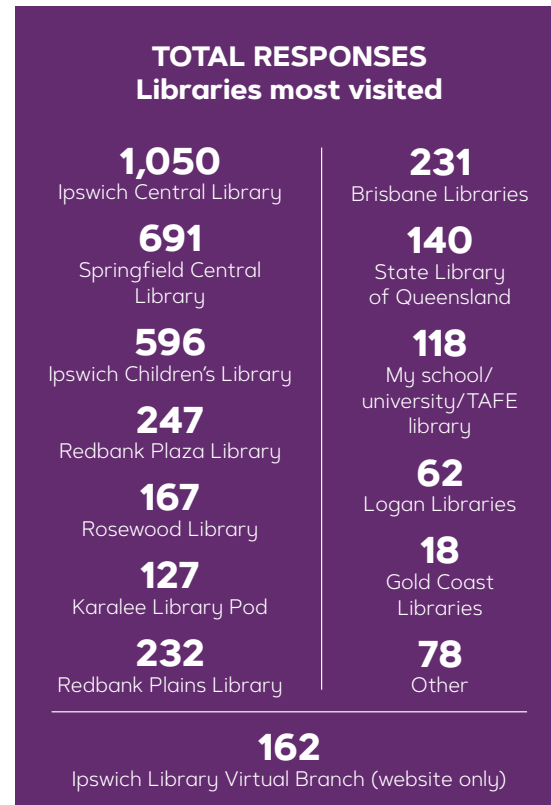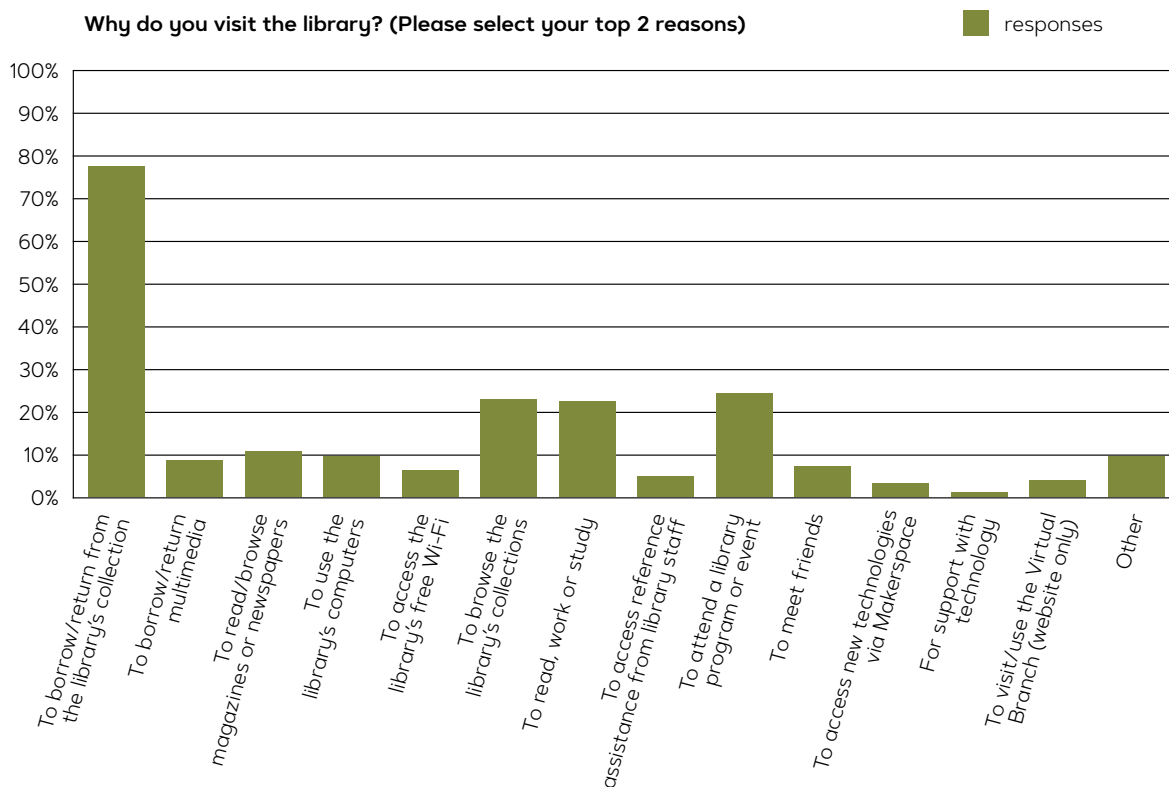|	
1,050 Ipswich Central Library	**231** Brisbane Libraries
691 Springfield Central Library	**140** State Library of Queensland
596 Ipswich Children's Library	**118** My school/ university/TAFE library
247 Redbank Plaza Library	
167 Rosewood Library	**62** Logan Libraries
127 Karalee Library Pod	**18** Gold Coast Libraries
232 Redbank Plains Library	**78** Other

162
Ipswich Library Virtual Branch (website only)

Library Services: How important are the services provided?

Question 7 asked participants to indicate how important services provided by Ipswich Libraries were to them. The following graph provides a numerical summary of the importance of services to survey respondents.

How important are these library services to you (even if you don't use them)?
(1 = not at all important, 5 = very important)   ▮ weighted average

Why do you visit the library? (Please select your top 2 reasons)   ▮ responses
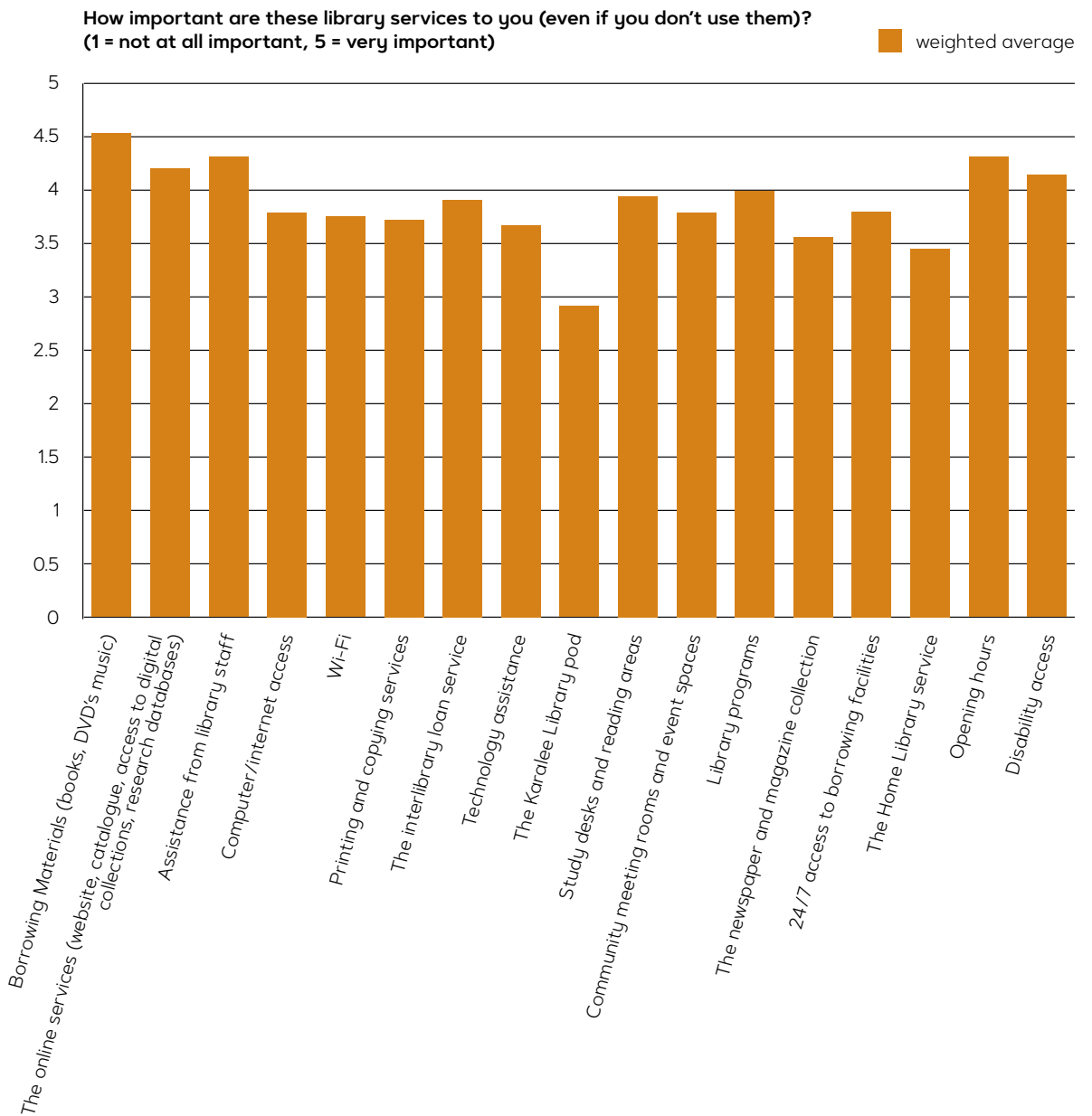
Library Resources: Are people happy with the services and facilities provided?

Respondents rated their overall satisfaction with Ipswich Libraries services at 91% in question 11. Participants were also asked to indicate their level of satisfaction with the multiple services and facilities provided by Ipswich Libraries in question 6. The following graph provides a numerical summary of the level of satisfaction.

If you visit an Ipswich Libraries branch, how satisfied are you with the services provided? (1 = very dissatisfied, 5 = very satisfied)

■ weighted average
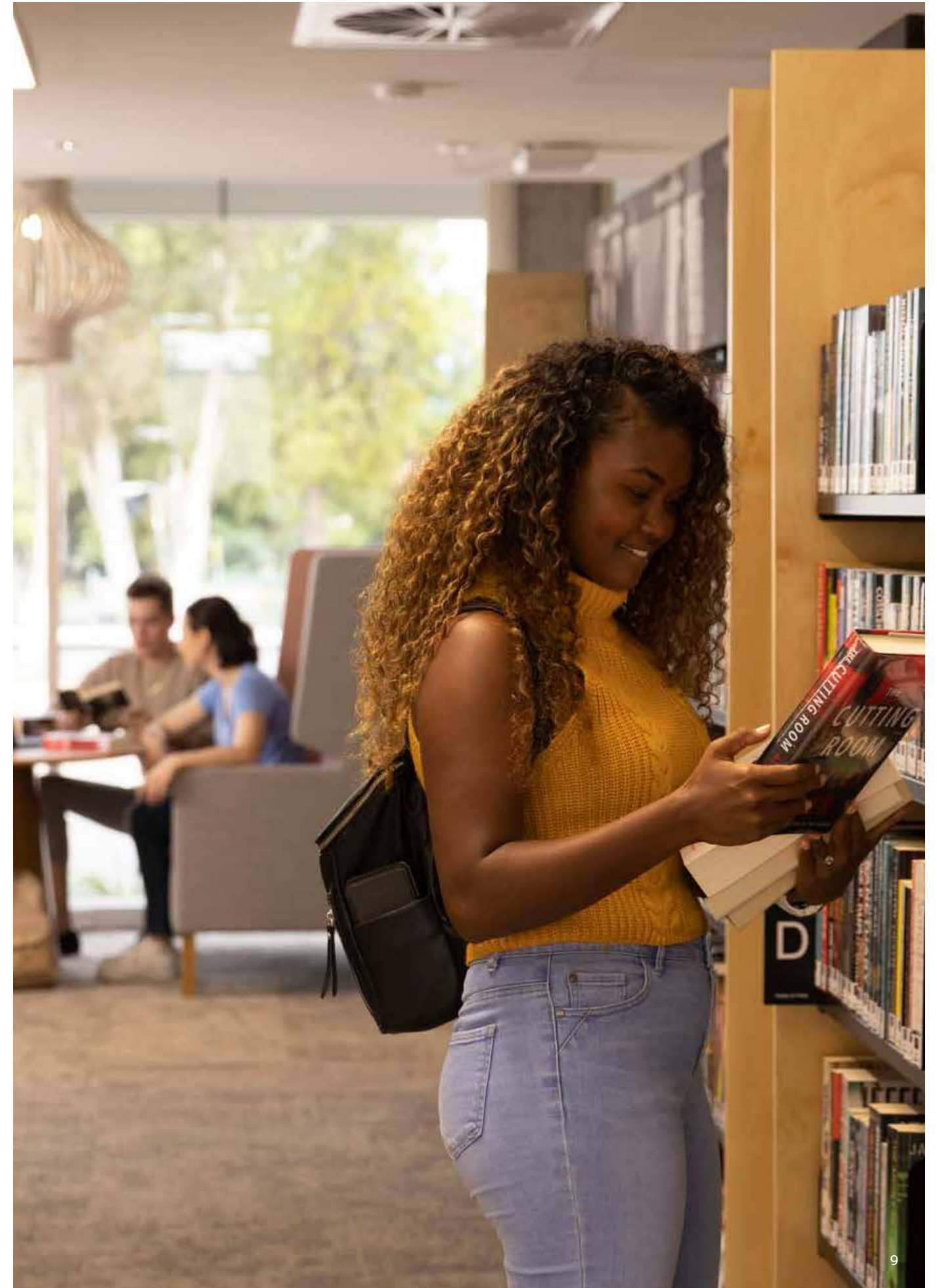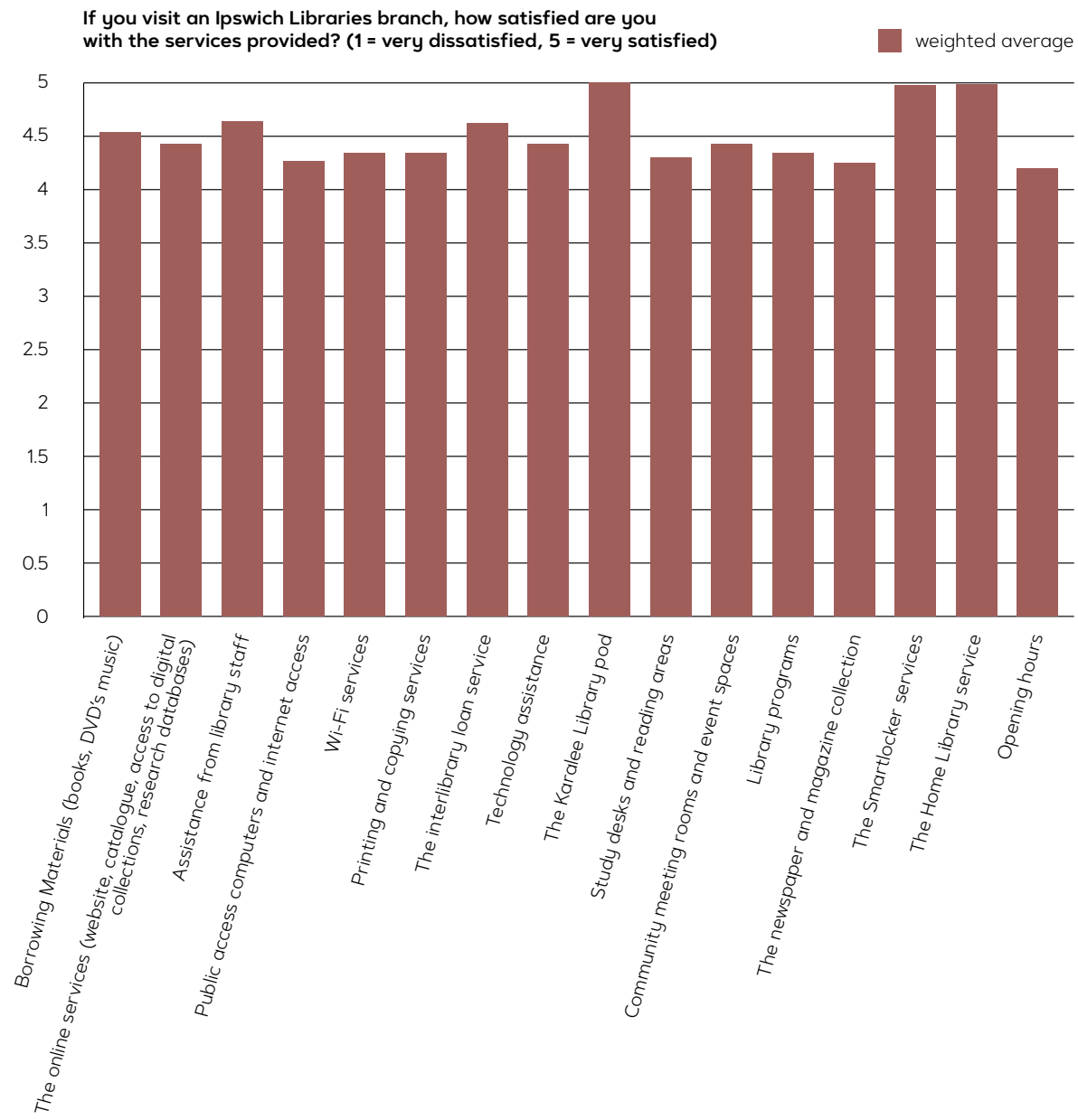
Barriers: What stops people visiting a library branch more often?

Question 8 asked participants to identify what restricted them from visiting more often. 44% selected time constraints, 13% hours of operation, and 10% the travelling time. 'Other' common responses included using library online digital resources (eBooks and eAudiobooks), children's programs often booked out and offered at inconvenient times for working families.

■ **Opening hours and time constraints:**
Limited opening hours on weekdays and weekends continued to be a major deterrent for time poor customers. Almost 60% of respondents indicated time constraints and inadequate opening hours were the reasons they didn't visit Ipswich Libraries more often. Another 10% reported traveling time to their closest library was a deterrent.

■ **Transport:** 10.66% either have no means of transport or find public transport too expensive, limited or unavailable in their area.

■ **Relevant services:** Respondents reported more programming, particularly children's programs at convenient times for working families, as well as more study desks and extended opening hours would encourage them to visit more frequently.

Are there any reasons why you don't visit a library branch more often?

responses

10

11
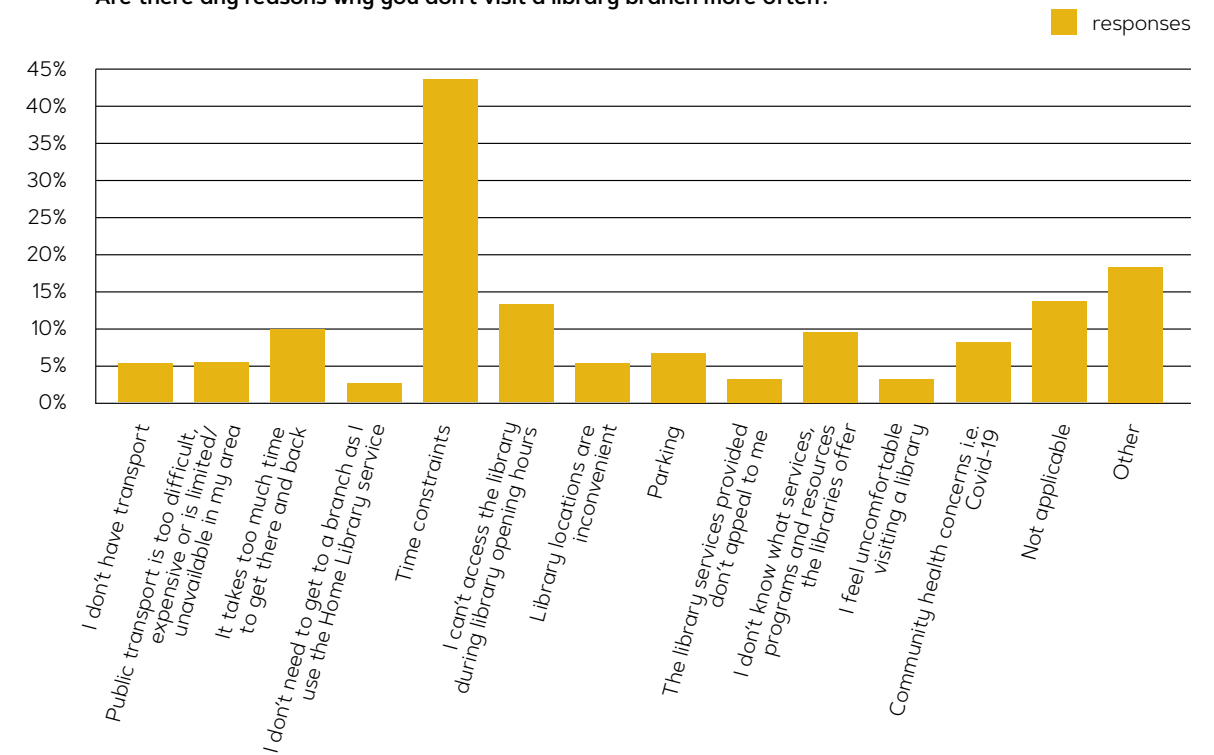
Most popular customer suggestions

By far, the most common suggestion for improvement of library services was increasing opening hours on evenings and weekends (16.93%). The next most popular suggestion was increasing adult programs (9.40%) and children's programs (7.25%), followed by increasing the collection of eBooks and eAudiobooks (4.83%).

- **Collection:**
  - Larger, wider collection print books: 8.33%
  - Increase collection of eBooks and eAudiobooks: 4.83%
  - Change shelving to Dewey system: 2.95%
  - Improve quality of collection: 2.15%
  - Increase magazine collection: 1.88%
  - Improve reservations and loans process: 1.88%
  - Increase book club sets: 1.34%
  - Improve suggest for purchase: 0.8%
  - Allow book donations: 0.8%.

- **Branches:**
  - Increase opening hours (evenings and weekends): 16.93%
  - New service areas and ideas for improvement: 4.03%
  - Keep or increase staff: 3.22%
  - Increase variety of children's activities: 2.41%
  - Incorporate café facilities: 2.41%
  - Increase seating, study spaces and privacy pods: 2.41%
  - Reduce noise and distractions: 2.15%
  - Provide larger Central Library: 2.15%
  - Improve parking: 0.8%

- **Public Programming:**
  - Increase adult programs: 9.40%
  - Increase children's programs: 7.25%
  - Increase Children's holiday programs and availability: 2.95%
  - Miscellaneous suggestions: 2.41%
  - Offer more programs on weeknights and weekends: 1.88%
  - Improve programming promotion: 1.34%
  - Offer more diverse programs: 1.61%
  - Facilitate more book clubs: 1.07%.

- **Communications:**
  - Improve promotion of library services: 4.03%.

- **Digital Experience:**
  - Improve website and library app: 2.95%
  - Improve Catalogue: 1.61%
  - Improve Makerspace: 0.53%.

12

13

APPENDIX A: SURVEY

Ipswich Libraries is conducting its annual Libraries Survey to help identify where we can improve our services to the Ipswich community. We would value you taking approximately 10 minutes to fill out this survey before Sunday 25 June.

The survey is anonymous, however you can provide your details if you would like to be kept up-to-date about activities at Ipswich Libraries, receive the results of this survey, and to go into the draw to win one iPad (Gen10). here is one to be won. (please review the terms and conditions at the end of this survey). If you choose to provide your name and contact details, they will be kept confidential and in accordance with the *Information Privacy Act 2009*. You will not be personally identifiable in any reports that come out of this project.

If you have any questions regarding this survey, please contact Ipswich Libraries General Enquiries by phone: (07) 3810 6815 or email: libinfo@ipswich.qld.gov.au.

Annual Ipswich Libraries Survey

Share your thoughts so we can continue to improve our Ipswich Libraries for you.

1. In a typical year, how often do you visit a library in person?

☐ Daily   ☐ Yearly

☐ Weekly   ☐ Rarely, I haven't visited in over two years

☐ Monthly   ☐ Never

☐ Quarterly

If *Rarely, I haven't visited in over two years* selected in Question 1:

2. Do you know where your closest library is?

☐ Yes   ☐ No   ☐ Unsure

If *Daily, Weekly, Monthly, Quarterly* or *Yearly* selected in Question 1:

3. What libraries do you visit?

☐ Ipswich Central Library   ☐ More than one Ipswich Library Branch regularly

☐ Ipswich Children's Library   ☐ My university/TAFE library

☐ Redbank Plaza Library   ☐ My school library

☐ Redbank Plains Library   ☐ Brisbane Libraries

☐ Springfield Central Library   ☐ Gold Coast Libraries

☐ Rosewood Library   ☐ Logan Libraries

☐ Ipswich Library Virtual Branch (website only)   ☐ Qld State Library

☐ Karalee Library Pod   ☐ Other (please specify)

4. Of these Libraries, which do you visit most frequently? *Please select the one library you visit most frequently*

☐ Ipswich Central Library   ☐ More than one Ipswich Library Branch regularly

☐ Ipswich Children's Library   ☐ My university/TAFE library

☐ Redbank Plaza Library   ☐ My school library

☐ Redbank Plains Library   ☐ Brisbane Libraries

☐ Springfield Central Library   ☐ Gold Coast Libraries

☐ Rosewood Library   ☐ Logan Libraries

☐ Ipswich Library Virtual Branch (website only)   ☐ Qld State Library

☐ Karalee Library Pod   ☐ Other (please specify)

5. Why do you visit the library? *Please select your top two (2) reasons.*

☐ To borrow/return from the library's collection   ☐ To attend a library program or event

☐ To borrow/return multimedia   ☐ To attend workshops/seminars

☐ To read/browse magazines or newspapers   ☐ To meet friends

☐ To use the library's computers   ☐ To access new technologies

☐ To access the library's free Wi-Fi   ☐ For support with technology

☐ To browse the library's collections   ☐ To visit/use the Virtual Branch (website only)

☐ To read, work or study   ☐ Other (please specify)

☐ To access reference assistance from library staff

6. Please indicate your level of satisfaction on each of the following Ipswich Libraries' services.

1 = Very dissatisfied │ 2 = Dissatisfied │ 3 = Neither satisfied nor dissatisfied │ 4 = Satisfied │ 5 = Very satisfied

The library's collection	1	2	3	4	5	Not aware of this service
The online services (website, catalogue, access to digital collections, research databases)	1	2	3	4	5	Not aware of this service
Assistance from library staff	1	2	3	4	5	Not aware of this service
Public access computers and internet access	1	2	3	4	5	Not aware of this service
Wi-Fi services	1	2	3	4	5	Not aware of this service
Printing and copying services	1	2	3	4	5	Not aware of this service
The interlibrary loan service	1	2	3	4	5	Not aware of this service
Technology assistance	1	2	3	4	5	Not aware of this service
The Karalee Library pod	1	2	3	4	5	Not aware of this service
Study desks and reading areas	1	2	3	4	5	Not aware of this service
Community meeting rooms and event spaces	1	2	3	4	5	Not aware of this service
Library programs	1	2	3	4	5	Not aware of this service
The newspaper and magazine collection	1	2	3	4	5	Not aware of this service
The Smartlockers services	1	2	3	4	5	Not aware of this service
The Home Library service	1	2	3	4	5	Not aware of this service
Opening hours	1	2	3	4	5	Not aware of this service

14

15

7. How important are these library services to you, even if you don't use them?

1 = Not at all important │ 2 = Hardly important │ 3 = Somewhat important │ 4 = Important │ 5 = Very important

Borrowing materials (books, DVD's music)	1	2	3	4	5	Not aware of this service
Online services (website, catalogue, access to digital collections, Picture Ipswich, research databases)	1	2	3	4	5	Not aware of this service
Assistance from library staff	1	2	3	4	5	Not aware of this service
Computer/internet access	1	2	3	4	5	Not aware of this service
Wi-Fi	1	2	3	4	5	Not aware of this service
Printers and/or photocopiers	1	2	3	4	5	Not aware of this service
Interlibrary loan service (ILL)	1	2	3	4	5	Not aware of this service
Technology assistance	1	2	3	4	5	Not aware of this service
Karalee Library pod	1	2	3	4	5	Not aware of this service
Study desks and reading areas	1	2	3	4	5	Not aware of this service
Community meeting rooms and event spaces	1	2	3	4	5	Not aware of this service
Library programs	1	2	3	4	5	Not aware of this service
Newspaper and magazines	1	2	3	4	5	Not aware of this service
24/7 access to borrowing facilities	1	2	3	4	5	Not aware of this service
Home Library service	1	2	3	4	5	Not aware of this service
Opening hours	1	2	3	4	5	Not aware of this service
Disability access	1	2	3	4	5	Not aware of this service

8. Are there any reasons why you don't visit a library branch more often? *Please select all that apply.*

☐ I don't have my own transport

☐ Public transport is too difficult, expensive or is limited/unavailable in my area

☐ It takes too much time to get there and back

☐ I don't need to get to a branch as I use the Home Library service

☐ Time constraints

☐ I can't access the library during library opening hours

☐ Library locations are inconvenient

☐ Parking

☐ The library services provided don't appeal to me

☐ I don't know what services, programs and resources the libraries offer

☐ I feel uncomfortable about visiting a library

☐ Community health concerns i.e. COVID-19

☐ Not applicable

☐ Other (please specify)

9. Would you be interested in picking up reserved library items at self service check-outs at other locations in the city? *This might be through a library pod or locker system where you can collect and return books and other library items. Please select all that apply.*

☐ Yes, at a shopping centre

☐ Yes, at a community centre

☐ Yes, at a transport hub

☐ I would not use a self service check-out

☐ Other location (please specify)

10. What is the best way we can communicate information about upcoming Ipswich Libraries' events and programs that may interest you? *Please select up to three (3) preferences.*

☐ Ipswich Libraries website

☐ Ipswich Libraries Facebook page

☐ Ipswich Libraries Instagram

☐ Ipswich Libraries email

☐ Ipswich First

☐ Signs and flyers in libraries

☐ Local newspaper

☐ Library staff

☐ SMS

☐ Other (please specify)

11. How satisfied are you with the Ipswich Libraries' services overall? *Required*

☐ Very dissatisfied

☐ Dissatisfied

☐ Neither satisfied or dissatisfied

☐ Satisfied

☐ Very satisfied

12. If you would like to share why you gave that rating, please provide any comments below.

_____

_____

_____

13. Do you have any suggestions to improve the Ipswich Libraries' services?

_____

_____

_____

Please complete the following questions about you to ensure we hear from a cross section of our community.

Council is collecting your personal information ("Personal Information") for the purpose of analysis specific to the Annual Libraries Survey project. We will not disclose your personal information outside of Council unless we are required by law or you have given your consent.

For more information on how Council manages personal information, you can view **council's Privacy Statement and Personal Information Digest here**

14. How old are you? *Required*

☐ 0 to 14

☐ 15 to 19

☐ 20 to 29

☐ 30 to 49

☐ 50 to 64

☐ 65 to 74

☐ 75+

16

17

15. What is your gender? *Required*

☐ Female
☐ Male
☐ Other
☐ Prefer not to say

16. What is your cultural background? *Required*

☐ Aboriginal
☐ American
☐ Australian
☐ Both Aboriginal and Torres Strait Islander
☐ Chinese
☐ Dutch
☐ English
☐ Fijian
☐ Filipino
☐ German
☐ Greek
☐ Indian
☐ Irish
☐ Italian
☐ Malaysian

☐ Maoiru
☐ Melanesian
☐ New Zealand
☐ Samoan
☐ Scottish
☐ South African
☐ South American
☐ Spanish
☐ Sri Lanken
☐ Sudanese
☐ Tamil
☐ Torres Straight Islander
☐ Vietnamese
☐ Other

17. What suburb do you live in? *Required*

_____

18. Thanks for completing the Ipswich Libraries survey. I would like to:

☐ Go into the draw to win an iPad (10 Gen)
   (Terms and conditions apply)
☐ Be kept up-to-date about Ipswich Libraries activities
☐ Receive a copy of the survey results
☐ None of the above

19. I agree to the Annual Libraries' Survey Competition 2022 Terms and Conditions

☐ Yes

20. First name: _____

21. Surname: _____

22. Email address: _____

23. Phone number: _____

Annual Ipswich Libraries Survey Competition 2023 Terms and Conditions

1. Ipswich City Council (ICC) of 1 Nicholas Street, Ipswich Queensland is the promoter ("Promoter") of ICC Library Services Review: Annual Ipswich Libraries Survey Competition (the "Competition").

2. The Competition opens at 9:00am, Friday, 19 May 2023 and closes at 11:59pm, Sunday, 25 June 2023, or the date the survey closes ("the competition period"). Any entry received outside of the Competition Period will be invalid. The Promoter does not accept any responsibility for late, lost, delayed or misdirected entries.

3. The winner of the Competition will receive an iPad (Gen 10). There is one to be won.

4. The prize will be drawn at 10:00am on Wednesday, 5 July 2023 and the winner will be notified via the email address supplied during entry.

5. Prize is not redeemable, and/or exchangeable for compensation in cash or kind.

6. The Competition may be cancelled without notice.

7. Entry to the competition is free and open to all except for Council officers working directly on the Library Services review project.

8. All eligible people who complete the full Library Services Review: Annual Ipswich Libraries Survey will be automatically entered into the prize draw.

9. Companies and organisations are ineligible for entry to the Competition.

10. The results of the Competition will not be published.

11. In the event that the winner has not claimed their prize within 72 hours, a re-draw will take place and a new winner selected from the existing entrants.

12. Each entry to the Competition must be entered in accordance with these Terms and Conditions. By entering the Competition, each entrant agrees to be bound by these Terms and Conditions. The Promoters may in their discretion refuse to award any prize to any entrant who fails to comply with the Terms and Conditions.

13. The decision of the judges in relation to ALL competition matters are final and no correspondence and/or communication of any kind in relation to their decisions will be entered into.

14. Entrants must not engage in any unlawful or improper misconduct calculated to jeopardise the fair and proper conduct of the Competition.

15. By entering the Competition each entrant agrees to indemnify the Promoters against all claims for loss, damage, costs (including legal costs) or liability whatsoever arising out of or in connection with the entrant's breach of the Terms and Conditions.

16. The entrant shall indemnify and release the Promoter in respect of any judgement, action, or liability for all loss, damage or injury to persons or property arising from the negligence of the or against any breach by the entrant of any third party intellectual property rights and against any act or omission of the entrant commenced by a third party against the Promoter.

17. The Promoter is collecting your personal information for the purposes of conducting the competition and supplying you with e-newsletters regarding Council events and activities. We will not disclose your personal information outside of Council unless we are required by law or you have given your consent. By completing an entry form we will consider that you have given the Promoter your consent to manage your personal information in the manner described.

18

19

Doc ID No: A9356436

ITEM: 4

SUBJECT: IPSWICH YOUTH ADVISORY COUNCIL 2023

AUTHOR: COMMUNITY DEVELOPMENT OFFICER

DATE: 1 SEPTEMBER 2023

EXECUTIVE SUMMARY

This is a report concerning the Ipswich Youth Advisory Council (IYAC) program.

IYAC is an Ipswich City Council youth development initiative for young people in the City of
Ipswich aged between 13 and 18 years. The goal of IYAC is to ensure Ipswich's young people
are heard on issues they care about and are empowered to undertake change making
initiatives across the city.

In 2023 IYAC actively collaborated with council on several significant topics, including
Brisbane 2032 Olympic and Paralympic Games, Inclusion and Connectedness Plan, Draft
Planning Scheme, City Wide Events Plan, Customer Experience Program and the future of
Resource Recovery.

RECOMMENDATION/S

> **That the report concerning the Ipswich Youth Advisory Council be received and
> the contents noted.**

RELATED PARTIES

There are no discernible related party conflicts of interest associated with the report and its
recommendation.

IFUTURE THEME

Safe, Inclusive and Creative

PURPOSE OF REPORT/BACKGROUND

Ipswich Youth Advisory Council (IYAC) Program is a direct delivery action of the City of
Ipswich Community Development Strategy:

Pillar 5 – Civic Participation and Leadership

- We listen to our key stakeholders. Community needs and aspirations are responded to by collectively engaging with community leaders and key stakeholders

- Increase community ties with council representatives

- Children, young people and families are involved, and actively participate in, community life

- Ipswich young people are heard on the issues they care about and are empowered to undertake change-making initiatives across the city

- Explore the skills, aspirations and strengths of young people by focusing on the promotion of positive experiences and developmental outcomes

- Increased understanding of the value of, and participation in creating change/volunteering within the community

- Improved and increased capability of volunteer leaders, community organisations and groups

IYAC meetings were held during the months of February through to November. Meetings are co-chaired and facilitated by a Community Development Officer and a nominated IYAC member. In 2023, IYAC actively collaborated with Council on several significant topics, summarising the following key areas throughout the year:

- Brisbane 2032 Olympic and Paralympic Games: IYAC contributed to the development of the Ipswich 2032 Legacy Roadmap

- Inclusion and Connectedness Plan: IYAC collaborated with council to enhance the Inclusion and Connectedness Plan, fostering a sense of belonging and community engagement within Ipswich

- Draft Planning Scheme: IYAC actively participated in the draft Planning Scheme, providing insights and recommendations to shape the future growth and development of the city

- BRIGHTDAZE - All Age Music Festival: IYAC enthusiastically supported and contributed to the planning and success of the BRIGHTDAZE music festival, which catered to individuals of all ages, promoting cultural diversity and creative expression

- Push – Music Expo: IYAC contributed to the planning and success of the Push–Music Expo, the first of its kind to be held in Ipswich

- Customer Experience Program: IYAC provided feedback on developing and improving the Customer Experience Program, aiming to enhance the overall satisfaction and engagement of residents and stakeholders with council services

- The Future of Resource Recovery: IYAC engaged in discussions regarding the future of resource recovery, exploring innovative solutions for sustainable waste management and environmental conservation

- Meet and Greet Mayor and Councillors: IYAC met the Mayor and Councillors to discuss what is important to them and the role of IYAC in our city

- The Path to Becoming a Councillor: Councillor Fechner supported and encouraged aspiring individuals in their journey towards becoming a councillor, providing guidance and opportunities for personal growth and leadership development

These collaborative initiatives and contributions demonstrate council's commitment to working closely with IYAC for the betterment of young people in Ipswich.

The members of IYAC were greatly inspired and empowered to embrace their leadership potential, actively engage in civic participation, and openly express their communities' aspirations. This dynamic environment provided them with the necessary support and encouragement to develop their skills, contribute meaningfully to their community, and pursue their individual goals with confidence. This is evident through the following feedback from the 2023 IYAC members.

"IYAC has been one of my favourite parts of the year. I have met many people I would never have known without these meetings. IYAC has taught me so much about many different aspects of the local council and Ipswich itself. One of the meetings was about the new dump and waste plan which was very eye-opening and allowed me to learn about how the city is improving and growing. IYAC was a wonderful experience, so if you get the chance, join. You won't regret it".

"These meetings have not only broadened my horizons but have also deepened my understanding of the community's needs and aspirations. I'm grateful for the chance to be part of this exceptional group, where our voices truly matter. I'm looking forward to our future engagements and continuing to contribute positively to our community".

"I have definitely enjoyed my first year with IYAC, it was such an amazing experience and a big eye-opener. If I had never joined IYAC, I would have not learnt how the council works and the say we "the youth of today" have in many plans to help shape Ipswich (sic). I definitely will be joining next year and I hope next year, I will grow into a more vocal IYAC member. I would also encourage those who've never heard of IYAC to join as it opens many doorways and allows youth to work together and discuss our passions for Ipswich".

"The Ipswich Youth Advisory Council has not only given me a platform to be more engaged in my community and communicate with council, but also connected me with like-minded students, all of which are so incredibly intelligent, kind, and creative".

"These meetings have not only broadened my horizons but have also deepened my understanding of the community's needs and aspirations. I'm grateful for the chance to be part of this exceptional group, where our voices truly matter".

Attendance

IYAC attendance remained high for the first six meetings, however experienced a drop off towards the latter part of the year. This is not unexpected considering pressures of school towards the end of the year, particularly for senior students. To make IYAC more accessible in 2024, Community Development will explore alternative platforms to facilitate meaningful and consistent engagement with IYAC, thereby ensuring a more inclusive and participatory experience for all involved.

Attendance
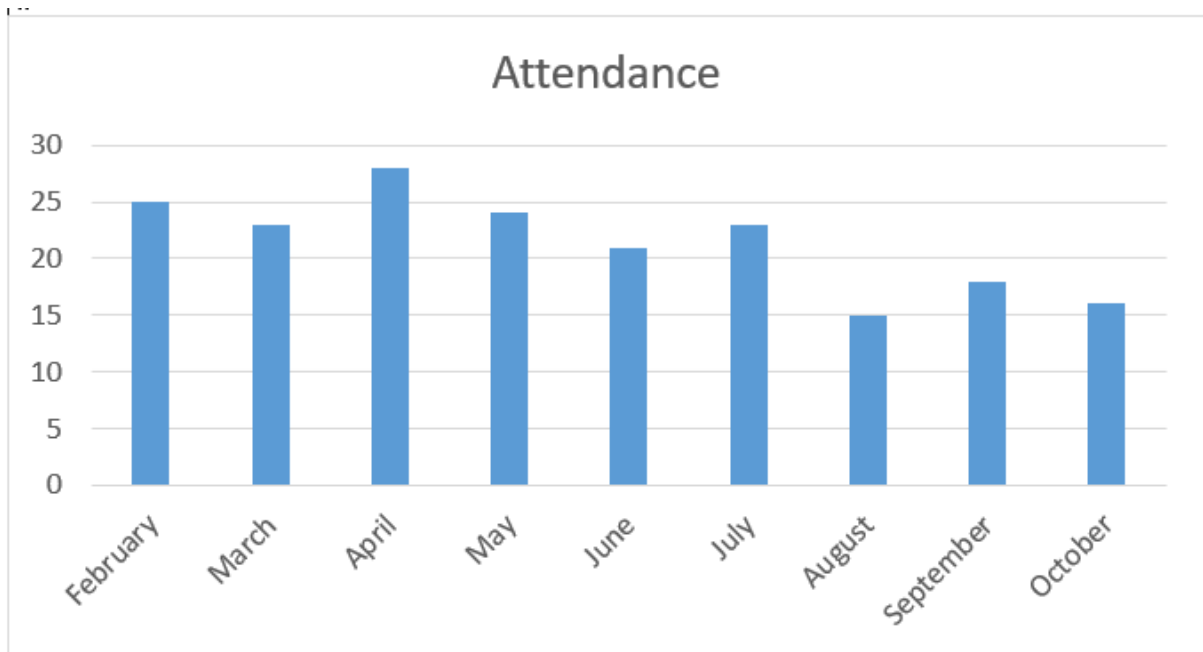
2024 IYAC applications are currently open for any Ipswich young people between the age of 13- 18 years who are eager to make a positive difference in their local community.

LEGAL IMPLICATIONS

Not Applicable

POLICY IMPLICATIONS

Not Applicable

RISK MANAGEMENT IMPLICATIONS

There are no discernible risk management implications associated with this report and its recommendation.

FINANCIAL/RESOURCE IMPLICATIONS

The Ipswich Youth Advisory Council activities were delivered within budget and resource allocations provided in the 2022-2023 and 2023-2024 financial years to a total of $4,076.28.

COMMUNITY AND OTHER CONSULTATION

The IYAC Program 2023 was guided by feedback collected from the previous years through surveys and direct commentary. In addition to this youth-led design process, the program was also informed and supported by:

Mayor and Councillors
Community Development Officer (Program Facilitator)
Manager Community and Cultural Services
Community Services Manager
City Events Manager
Economic Development Manager
Senior Strategy Officer (Customer Experience)
Senior Community Education and Engagement Officer
Community Engagement Officer
Coordinator, Creative Industries Development
Senior Planning Officer (Strategic)
Principal Policy Lead – New Ipswich Planning Scheme
Articulous Representative
Spinal Life Representative
Bop Industries Representative

CONCLUSION

The 2023 IYAC cohort has voiced their ideas and aspirations, collaborated effectively and actively contributed to shaping council policies, services and initiatives.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

Tanya Appleton
COMMUNITY DEVELOPMENT OFFICER

I concur with the recommendations contained in this report.

Melissa Dower
COMMUNITY SERVICES MANAGER

I concur with the recommendations contained in this report.

Don Stewart
MANAGER, COMMUNITY AND CULTURAL SERVICES

I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER, COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

"Together, we proudly enhance the quality of life for our community"

Doc ID No: A9518919

ITEM: 5

SUBJECT: CUSTOMER EXPERIENCE QUARTERLY REPORT - SEPTEMBER

AUTHOR: CUSTOMER EXPERIENCE COORDINATOR

DATE: 19 OCTOBER 2023

EXECUTIVE SUMMARY

This is a quarterly report concerning the Customer Experience Program of Work, providing an update on the finalisation of the Immediate Action Plan and the continuation of the Customer Experience Priorities as part of the Customer Experience Program.

RECOMMENDATION/S

That the September 2023 quarterly report concerning Council's Customer Experience program of work be received and the contents noted.

RELATED PARTIES

There are no discernible related party conflicts of interest associated with this report and its recommendation.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

During this quarter, the CX Program has focused on concluding work within the Immediate Action Plan, while progressing further with revised project management plans for the Customer Experience Priorities. Attachment 1 of this report is the CX Program Quarterly Report – September 2023 which details the progress made and improvements for both customers and staff.

Attachment 2 of this report is the 2023 CX Maturity Review conducted by Ipsos Customer Experience which assesses council's overall CX maturity score to have increased from 33% to 63% with the organisation sitting at the higher end of Foundation Maturity.

LEGAL IMPLICATIONS

This report and its recommendations are consistent with the following legislative provisions:
Not Applicable

POLICY IMPLICATIONS

There are no discernible policy implications associated with this report and its
recommendation.

RISK MANAGEMENT IMPLICATIONS

There are no discernible risk management implications associated with this report and its
recommendation.

FINANCIAL/RESOURCE IMPLICATIONS

There are no discernible financial or resource implications associated with this report and its
recommendation.

COMMUNITY AND OTHER CONSULTATION

There are no community or other consultation requirements associated with this report and
its recommendation.

CONCLUSION

Focus for the Customer Experience Program has been on the closure of the IAP, as well as
further progress into the CX Priorities. With the conclusion of the IAP, focus will turn wholly
to the Customer Experience Strategic Priorities, which involve more significant
organisational change. With the Program Control Group now involving the Executive
Leadership team, the CX Program is well positioned to deliver on this change.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation states that the report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	CX Program Quarterly Report - September 2023 ⇩
2.	CX Maturity Assessment 2023 ⇩
3.	IAP Summary Report ⇩
4.	Customer Experience Strategy ⇩
5.	Immediate Action Plan ⇩

Patrick Hyde
CUSTOMER EXPERIENCE COORDINATOR

I concur with the recommendations contained in this report.

Samantha Chandler
MANAGER, LIBRARIES AND CUSTOMER SERVICES

I concur with the recommendations contained in this report.

Ben Pole
GENERAL MANAGER, COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT

"Together, we proudly enhance the quality of life for our community"

Ipswich City Council

CX Program Committee Quarterly Report

30 September 2023

Item 5 / Attachment 1.

Contents

Customer Experience Program – September Report

Introduction

This is the Customer Experience (CX) Program quarterly report. This report provides an update to the progress of the CX Program of Work across Council including the CX Immediate Action Plan (IAP) and the CX Strategy (see attached) implementation.

During this quarter, the team have focused on concluding work within the Immediate Action Plan, while progressing further with revised project management plans for the Customer Experience Priorities (CXPs). This report details the progress made and improvements for both customers and staff.

CX Maturity Review

Discussion in this report is informed by the 2023 CX Maturity Review outcome (see attached).

Key findings from this report included:

- Ipswich City Council has made significant progress in lifting CX Maturity across the organisation.
- Council's overall CX maturity score has increased from 33% to 63%, with the organisation sitting at the higher end of *Foundation* maturity.
- Progress has been made across all competencies, with *Strategy & Sponsorship, Cultural Enablement* and *Future State Roadmap* competencies seeing the largest increase from 2021.

The top-level recommendations to further improve CX maturity provided in this report were:

1. Establish a Voice of the Customer listening program – a SaaS technology that captures feedback to both resolve customer issues and improve organisational processes, policy, and products – starting off small with the intention to build over time.
2. Embed customer experience and customer empathy by establishing a group of council staff that champion CX, providing CX training, and utilising more effective Change and Communication planning.
3. Understand customer behaviour by mapping our customer journey in consultation with the community, combining this with qualitative research and available operational data.
4. Review the CX Strategy roadmap, formalising the methods by which progress is evaluated and reviewed.

Attachments

The following attachments are provided to supplement this report:

- CX Strategy
- CX Immediate Action Plan
- CX Immediate Action Plan Outcome Summary
- Ipsos 2023 CX Maturity Report

1

Item 5 / Attachment 1.

Immediate Action Plan (IAP)

IAP Actions Completion

As of the 26th of September 2023, all projects within the IAP have now been noted as completed and assigned a status of Closed. Outcomes for each of the projects are noted in the provided Summary Report (see attached).

IAP Actions Status

Below are the IAP Action statuses as of 30th September 2023.

IAP Action Status				
Action	**Start**	**Baseline Completion Date**	**Final Completion Date**	**Status**
Improve Contact Points (IAP1 + IAP10)	1/01/2022	30/06/2022	26/09/2023	CLOSED
Customer Insights (IAP2)	1/01/2022	30/06/2022	26/09/2023	CLOSED
Improved Councillor Comms Framework (IAP3)	1/01/2022	30/12/2022	31/03/2022	CLOSED
Data Clean (IAP4)	1/01/2022	29/04/2022	Moved to ICT Project	TRANSFERRED
iVolve Support (IAP5)	1/01/2022	30/06/2022	Transferred to CXP5 + CXP7	TRANSFERRED
Genesys Integration (IAP6)	1/01/2022	30/09/2022	Do Not Proceed on 20/07/2023	CLOSED
Customer Service Practise Guide (IAP7)	1/01/2022	29/04/2022	Transferred to CXP11	TRANSFERRED
Service Automation (IAP8)	1/01/2022	30/09/2022	28/04/2023	CLOSED
Close the Loop (IAP9 + IAP11 + IAP12)	1/01/2022	30/09/2022	30/06/2023	CLOSED
Customer Contact Centre Campaign (IAP13)	1/01/2022	31/03/2022	30/06/2023	CLOSED
In House QA for Customer Service (IAP14)	1/01/2022	30/06/2022	30/06/2022	CLOSED
Contact Centre Structure Optimisation (IAP15)	1/01/2022	30/06/2022	30/06/2023	CLOSED
Strengthen CX Framework (IAP16 + IAP17)	1/01/2022	30/12/2022	6/03/2023	CLOSED

Legend	
	On track
	On track with minor issues
	Off track

2

Item 5 / Attachment 1.

Customer Experience (CX) Strategic Priorities

CX Strategic Priorities Completion

Below is the CX Strategic Priorities percentage complete as of 30th September 2023.

Priority Percentage Complete

Priority	Percentage Complete
Voice of the Customer (CXP1)	7.5%
Share Customer Insights (CXP2 + CXP3)	10.0%
Community Engagement (CXP4)	7.5%
ICT Delivery - iVolve Initiatives (CXP5 + CXP7)	100.0%
Foster Change Initiatives (CXP6 + CXP8 + CXP9)	7.5%
Service Catalogue Transparency (CXP10)	7.5%
Content Consolidation Review (CXP11)	7.5%
Implement Proactive Communication (CXP12)	7.5%
CX On-Boarding Training (CXP13)	7.5%
P&C Delivery - EX Program (CXP14)	100.0%
CX KPIs for Business Units (CXP15)	4.0%
CX Working Group (CXP16)	100.0%
CX Cross-Functional Teams (CXP17)	7.5%
Annual CX Maturity Review (CXP18)	35.0%

Milestones and progress currently under review.

CX Strategy Progress Areas

Overall Program Management and Governance

With the closure of the IAP, attention is now fully turned to the Customer Experience Priorities. As this transition occurs, consideration is being given to the lessons learned from the IAP delivery and the feedback provided as part of the CX Maturity Review. The Program Control Group membership has also now been agreed to be composed of the Executive Leadership Team, with the first session to be held by the end of the calendar year. As a result, the team is undertaking a short period to review the Program and its delivery.

Voice of the Customer (CXP 1)

Customer Experience, Procurement, and ICT representatives undertook a workshop on 5th August to identify and document the scope of work for this project. Resulting from this session, a request to go out to market for an Expression of Interest (EOI) was drafted. A second workshop, to assist in finalising top-level business and system requirements is in planning stage. Thereafter, the EOI will be provided to the market for vendors to respond to.

3

Community Engagement (CXP 4)

Following a meeting of the Program Control Group, the Community Engagement project has been paused. The PCG noted that pausing the project was preferable for the following reasons:

1. There would be lag time between collating customer needs and acting on them as projects, and
2. There may be confusion around the intent of the survey based on the original timing.

The community is instead expected to be engaged post-election in 2024.

Foster Change Initiatives (CXP6 + 8 + 9)

Staff have engaged with teams within council, as well as other councils - including the cities of Casey, Logan, Gold Coast, Sunshine Coast, and Hume - to determine their use of and benefits received from customer journey mapping, segmentation, and personas. A variety of materials, advice, and currently available tools have been collated for consideration for use at Ipswich City Council.

As part of ongoing service redesign work, staff have begun to engage relevant teams involved in first of many identified services, to map out the customer journey and undertake preliminary analysis on the relevant processes and systems.

CX On-Boarding Training (CXP 13)

Options have been received and vendors are being considered for the delivery of this content.

Annual CX Maturity Review (CXP 18)

Partner consulting firm, Ipsos, returned the outcome of the CX Maturity Review on the 4th of August 2023 (see attached). Results were based on interviews offered to the Executive Leadership team and elected officials, as well as surveys to these stakeholders and the entire organisation. Following this engagement, Ipswich City Council was awarded a CX Maturity score of 63%, significantly higher than the 33% awarded in 2021. Notably, council was still provided a maturity status of "Foundation", indicating that – while progress had been made in many areas – Customer Experience is still delivered in silos and the delivery of experiences is randomised. Progression to a status of "Practiced", whereby CX is an active part of the business and our experiences are being delivered as intended, would require:

- Having an established Voice of Customer listening program with robust closed loop feedback processes in place, and
- Understanding of customer journeys, what drives customers, and their pain points

The outcomes of the report provide further support for currently underway projects, including Voice of the Customer (CXP1), Share Customer Insights (CXP 2 + CXP 3), and Foster Change Initiatives (CXP 6 + CXP 8 + CXP 9).

4

Item 5 / Attachment 1.

CX Strategy Priorities Status

Below are the CX Strategic Priorities statuses as of 30th September 2023.

CX Strategy Priority Status				
Priority	**Start**	**Baseline Completion Date**	**Updated Completion Date**	**Status**
Voice of the Customer (CXP 1)	1/12/2022	31/08/2022	31/08/2023	
Share Customer Insights (CXP 2 + CXP 3)	3/01/2022	22/12/2023	22/12/2023	
Community Engagement (CXP 4)	1/12/2022	22/12/2023	22/12/2023	
Support iVolve Initiatives (CXP 5 + CXP 7)	1/12/2022	22/12/2023	Ongoing	
Foster Change Initiatives (CXP 6 + CXP 8 + CXP 9)	1/12/2022	29/09/2023	29/09/2023	
Service Catalogue Transparency (CXP 10)	3/01/2023	28/07/2023	22/12/2023	
Content Consolidation Review (CXP 11)	1/12/2023	23/02/2024	22/12/2023	
Implement Proactive Communication (CXP 12)	3/01/2023	29/12/2023	22/12/2023	
CX On-boarding Training (CXP 13)	3/01/2023	30/06/2023	30/06/2023	
Customer-Centric EX Program (CXP 14)	1/12/2022	-	Moved to P&C Project	**TRANSFERRED**
CX KPI's for Business Units (CXP 15)	3/01/2023	22/12/2023	27/12/2024	
CX Working Group (CXP 16)	1/06/2022	31/03/2023	27/03/2023	**COMPLETE**
CX Cross Functional Teams (CXP 17)	1/12/2022	22/12/2023	22/12/2023	
Annual CX Maturity Review (CXP 18)	1/12/2022	27/06/2025	27/06/2025	

Legend	
	On track
	On track with minor issues
	Off track

Conclusion

Focus for the Customer Experience team has been on the closure of the IAP, as well as further progress into the CX Priorities. With the conclusion of the IAP, focus will turn wholly to the Customer Experience Strategic Priorities, which involve more significant organisational change. With the Program Control Group now involving the Executive Leadership team, Customer Experience is well positioned to deliver on this change.

5

IPSWICH CITY COUNCIL CX MATURITY ASSESSMENT

By Ipsos Customer Experience

19 October, 2023

GAME CHANGERS

CONTENTS

01. Executive Summary

02. What is Ipsos' CX Maturity Assessment

03. The current state of customer experience at Ipswich city council

04. Overall Results

05. Competency breakdown

06. Recommendations

2 – © Ipsos | Ipswich City Council Maturity Assessment | Confidential

Ipsos

OBJECTIVES OF IPSOS' CX MATURITY ASSESSMENT

The Ipsos CX Maturity Assessment is a tool to guide organisations just like Ipswich City Council, to effective CX decision making, establish priorities and develop a common understanding of the strengths, weaknesses, opportunities and threats of the current state. The purpose of this assessment falls under 3 key objectives:

1 Identify the current CX Maturity across the Ipswich City Council through analysis of the results.

2 Uncover the gaps in your CX ecosystem in term of process, knowledge and capabilities.

3 Provide recommendations at a strategic level which are designed to guide you in building capability in the seven CX competency areas for enhanced CX maturity.

3 – © Ipsos | Ipswich City Council Maturity Assessment | Confidential

Item 5 / Attachment 2.

01.

EXECUTIVE SUMMARY

Ipsos

EXECUTIVE SUMMARY

This executive summary provides an overview of Ipswich City Council's current state of Customer Experience (CX) Maturity across seven core competencies, progress made compared to the 2021 baseline results, areas of excellence, and areas of opportunity. Additionally, we have included a seventh core competency to CX delivery, *Environmental, Social and Governance (ESG)* This document is to support Ipswich City Council make informed strategic decisions on future CX initiatives.

The assessment reveals that the council efforts to increase CX maturity and capability is working and has revealed an overall maturity score increase to 63% and sits at the higher end of *Foundation.*

Progress has been made across all competencies, with *Strategy & Sponsorship, Cultural enablement and Future State roadmap* competencies seeing the largest increase from 2021.

However, there are areas of opportunity where further improvement can be made.
- Understanding how customer's experience council and put insights into the hands of your people
- Embedding a customer-centric culture
- Understand who your customers are at a deeper level

In conclusion, the assessment highlights Ipswich City Council's has made significant progress in lifting CX Maturity across the organisation, there are areas of excellence, and areas of opportunity. Leveraging areas of excellence while addressing areas of opportunity will be key in enhancing the overall customer experience and driving CX success for Ipswich City Council.

2023 overall maturity score
63%
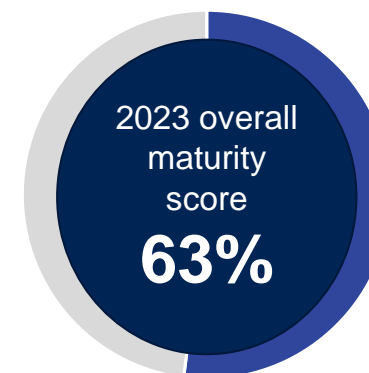
Your CX maturity Stage is at the higher end of
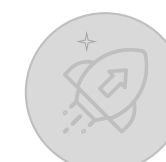
FOUNDATION	PRACTICED	LEADING

02.

WHAT IS IPSOS' CX MATURITY ASSESSMENT

CX MATURITY – AN ACTION DRIVEN FRAMEWORK

All organisations require seven core competencies and operate at one of three levels of CX maturity

CX MATURITY STAGES

LEADING
CX permeates all areas of the business meaning the experiences delivered are differentiated in your marketplace and beyond.

PRACTISED
CX is an active part of the business meaning the experiences delivered are as intended.

FOUNDATION
CX is delivered in silos meaning the delivery of experiences is randomised.
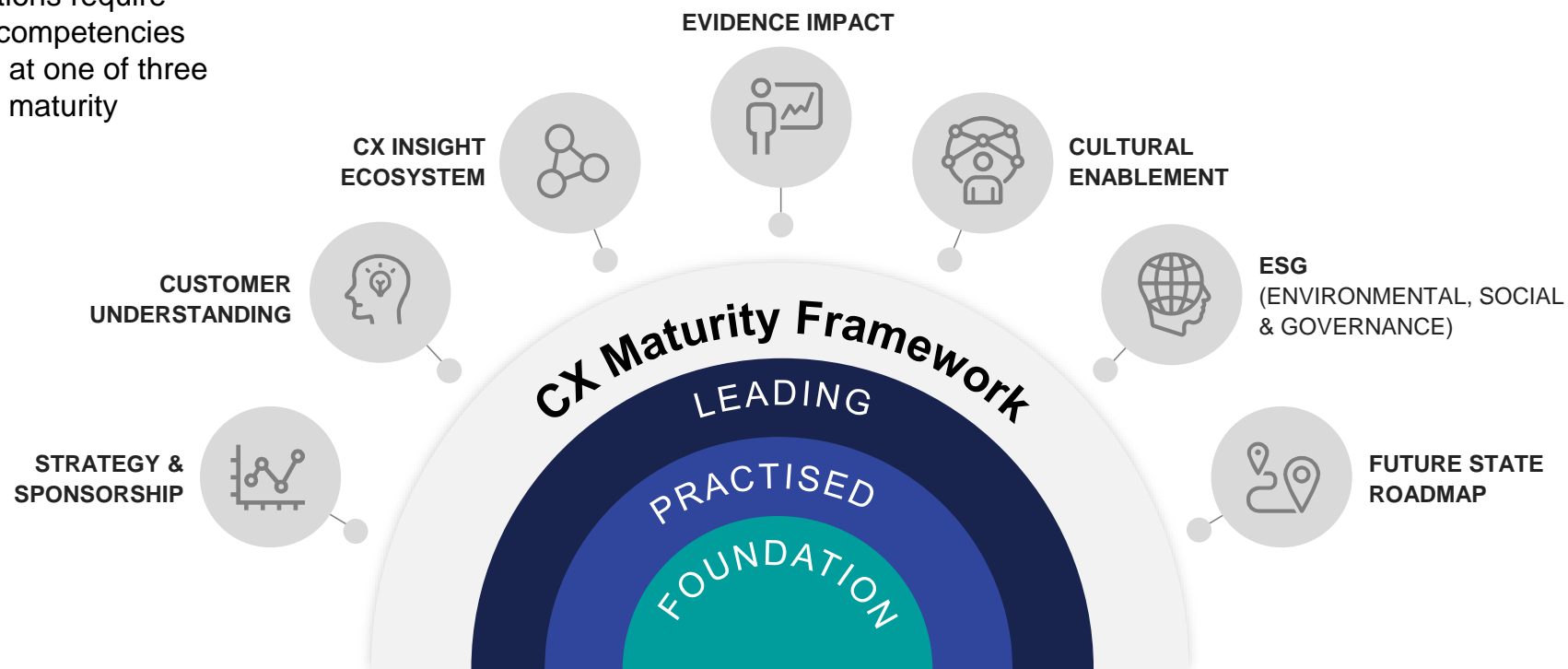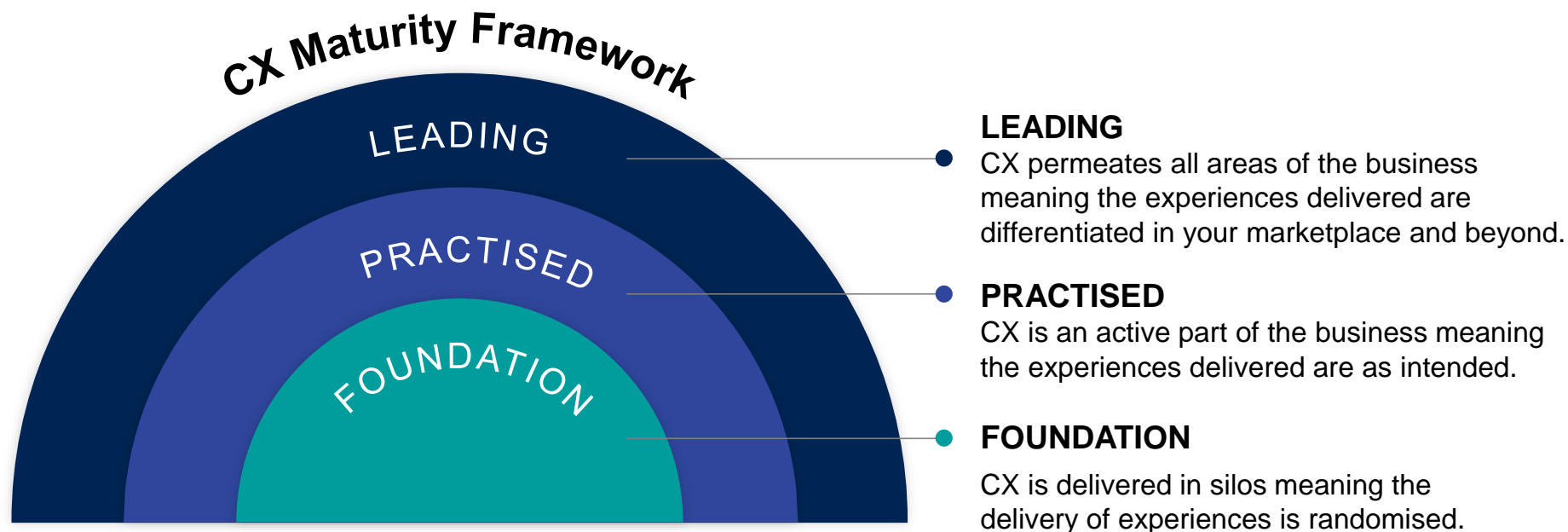
CX MATURITY CORE COMPETENCIES

CX Maturity Framework

FOUNDATION
PRACTISED
LEADING

STRATEGY & SPONSORSHIP

An active plan with transparent ownership explaining what experiences your organisation wants to deliver with the supporting people, processes and technology to achieve it.

CUSTOMER UNDERSTANDING

A deep and empathetic knowledge of your customers' belief system and values, in order to provide a product or service that fulfils a purpose in an authentic way.

CX INSIGHT ECOSYSTEM

An understanding of how experiences are being delivered at the moments that matter, in order to see how this aligns with the CX vison and strategy.

EVIDENCE IMPACT

Evidence Impact is about how you demonstrate the value of customer experience to the wider business. It guides your investment and helps you to prioritise and predict change.

CULTURAL ENABLEMENT

A set of shared values and behaviours embedded into the organisation, so every employee knows how to act and deliver great experiences.

FUTURE STATE ROADMAP

Going beyond current plans and developing a clear strategic glidepath to achieving the optimum experience for your customers and employees.

ESG
(ENVIRONMENTAL, SOCIAL & GOVERNANCE)

Having a clear ESG (Environmental, Social and Governance) vison and translating this into the experiences you deliver daily to your customers, employees, and business partners.

Ipsos

03.

THE CURRENT STATE OF CUSTOMER EXPERIENCE AT IPSWICH CITY COUNCIL

10 – © Ipsos | Ipswich City Council Maturity Assessment | Confidential

Ipsos

CURRENT STATE

Understanding the current state of customer experience at Ipswich City Council

Organisational Change

The transition towards a new CX strategy is seen as a change management program. This includes improvements in processes, people (behaviours and workstyles), and systems (IT platforms).

Brand Reputation

The council suffers from a negative reputation within the community, leading customers to approach with frustration or hostility. This poses extra challenges for the contact centre staff.

Process Transformation

Alongside implementing the CX strategy, the council is also undergoing significant tech improvements and process transformations. As these changes are interconnected, they need to run concurrently. This approach, while necessary, makes the progress incremental and hard to showcase.

Executive Leadership

The entire executive leadership team has been replaced, leaving a period of transition while the new team acclimates to their roles. With a strong team in place now, benefits are expected in the next 12 months.

Analysis conducted via In-depth interviews with senior Ipswich Executives and Councillors

Ipsos

CURRENT STATE

Understanding the current state of CX

Maturity: The systems, processes, and people involved in the CX strategy are still maturing.

- ➢ Processes are immature and require more development.
- ➢ People changes are progressing and are on the right track.
- ➢ Systems, particularly technology development, are underway but yet to show broader/visible benefits.

Change Roadmap Achievements: Some key improvements have been achieved so far in processes, people, and systems.

- ➢ The **processes** in the contact centre operations have been enhanced and improved.
- ➢ There is strong endorsement and commitment from the executive leadership team in **people** aspect, along with increased organisation-wide engagement.
- ➢ Initiatives like the iVolve system and digital redevelopment of the website reflect progress on the **systems** front.

Despite these improvements, the council's CX strategy is still in its early stages of implementation. There are issues that need to be addressed, such as handling customer queries, managing peak periods in customer engagement, and the need for consistent processes across different customer interaction points.

Analysis conducted via In-depth interviews with senior Ipswich Executives and Councillors

CURRENT STATE

Achievements so far

1

Enhancement of contact centre processes, leading to performance improvement as indicated by both hard and soft metrics.

2

High-level endorsement and commitment from the Executive Leadership Team (ELT), along with additional funding and resource allocation to boost CX.

3

Cultural alignment and improvements within the contact centre, which reflect in enhanced service delivery.

4

Increased engagement across the council as indicated by regular weekly stand-ups.

5

Commencement of the iVolve enterprise system, implementation of effective asset management projects, and redevelopment of the council's website on a digital platform.

6

Established customer feedback channels including contact centre metrics, a complaints database, and councillor feedback.

Analysis conducted via In-depth interviews with senior Ipswich Executives and Councillors

CURRENT STATE

Areas for improvement in the next 12-24 months

Improving the process of managing customer enquiries beyond the contact centre, particularly handling increased demand during peak times and refining the auto-close system.
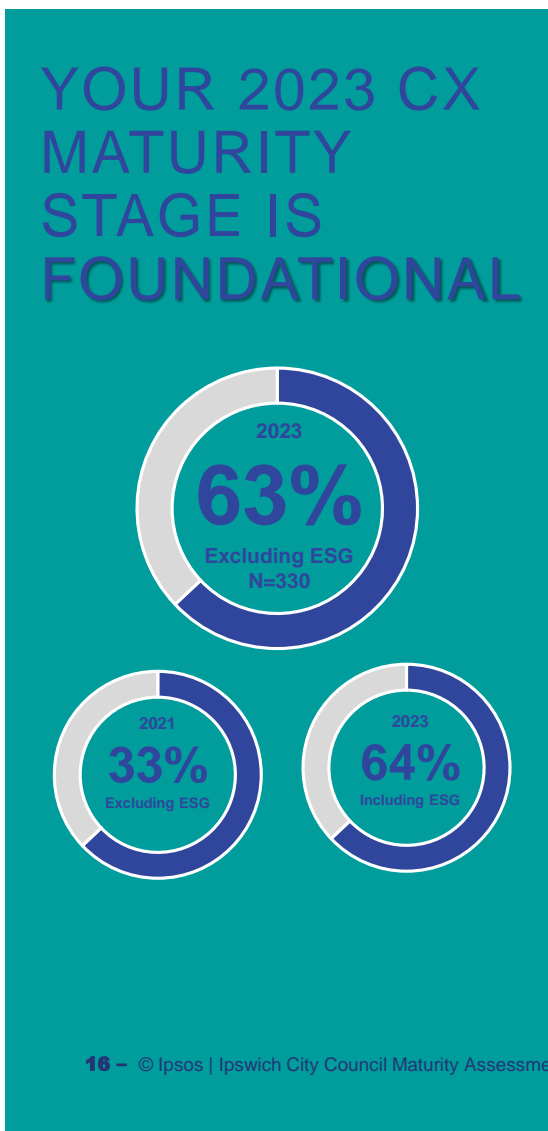
- ➤ Enhancing internal and external communication channels to better highlight achievements, engage with stakeholders, and align the organisation towards the CX strategy.

- ➤ Revising accountability structures to enhance CX in all departments, not just the contact centre.

- ➤ Better engagement with elected representatives so that they are connected with the council's internal roadmap.

- ➤ Need to translate the concept of CX into language easily understood by all stakeholders.

- ➤ Launching education initiatives to emphasise the importance and influence of CX on the council's overall performance.

- ➤ Continuing rollout of the iVolve system and ensuring integration with existing systems.

- ➤ Migrating customers to self-serve functionality on the website, thus freeing up contact centre resources for more complex issues.

- ➤ Implementing a CRM system that can manage customer interactions effectively and efficiently.

- ➤ Improving automation across the council to free up resources that can be redirected to higher-value areas.

Analysis conducted via In-depth interviews with senior Ipswich Executives and Councillors

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04.

OVERALL RESULTS

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YOUR 2023 CX MATURITY STAGE IS FOUNDATIONAL

2023
63%
Excluding ESG
N=330

2021
33%
Excluding ESG

2023
64%
Including ESG

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	Foundational	Practised	Leading
STRATEGY & SPONSORSHIP			
CUSTOMER UNDERSTANDING			
CX INSIGHT ECOSYSTEM			
EVIDENCE IMPACT			
CULTURAL ENABLEMENT			
FUTURE STATE ROADMAP			
ESG (ENVIRONMENTAL, SOCIAL & GOVERNANCE)			

Scores represent the level of agreement to a set of indicators for each competency, as a percentage of the maximum possible points (the maximum representing the strongest level of CX maturity).

CX Maturity Scores are calculated through scoring respondents' level of agreement with indicators of the 7 key CX competencies against the maximum possible score. This is aggregated to provide a total level view across respondents.

ESG is a new competency that has been added to the assessment in 2023

05.

COMPETENCY BREAKDOWN

17 – © Ipsos | Ipswich City Council Maturity Assessment | Confidential
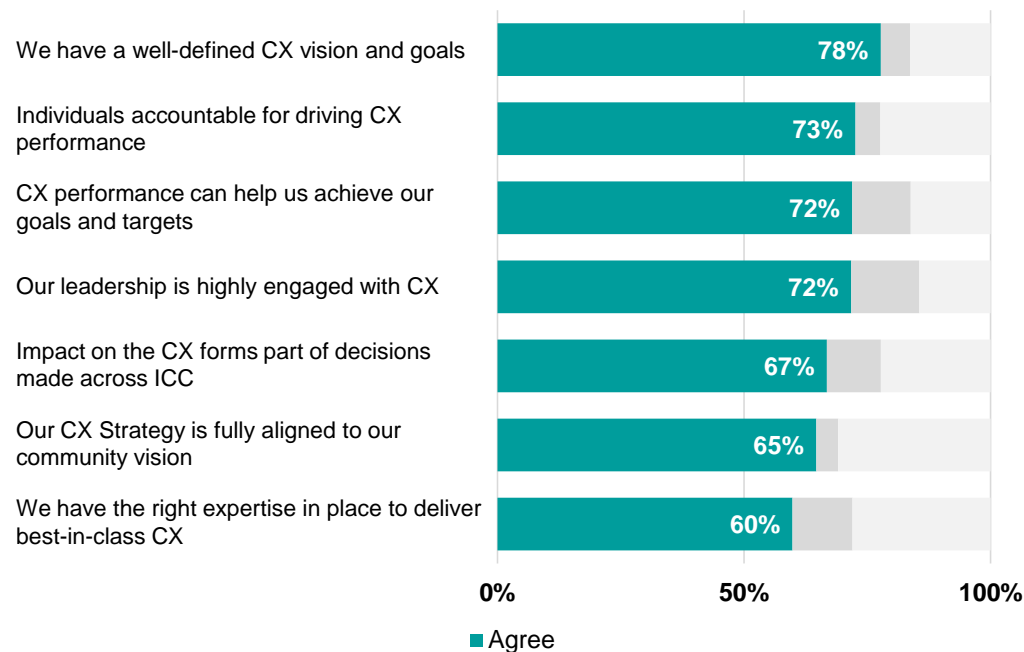
Ipsos

STRATEGY AND SPONSORSHIP

2023 result: 69% Practiced

Areas of Success

Highly Defined CX Vision: The council is doing well in keeping a well-defined CX vision with the highest agreement at 78%. This shows that their vision for improving customer experience is clearly communicated and received.

Leadership Involvement: The council also has strong leadership involvement in CX with a 72% agreement. This underlines a high level of commitment from the leadership and can drive improved results in the future.

Accountability: 73% of people agree that individuals are held accountable for driving CX performance. This suggests strong internal processes and a culture of accountability that could be a positive force for customer experience improvements.

	Agree
We have a well-defined CX vision and goals	78%
Individuals accountable for driving CX performance	73%
CX performance can help us achieve our goals and targets	72%
Our leadership is highly engaged with CX	72%
Impact on the CX forms part of decisions made across ICC	67%
Our CX Strategy is fully aligned to our community vision	65%
We have the right expertise in place to deliver best-in-class CX	60%

This competency was Foundation in 2021.

Item 5 / Attachment 2.
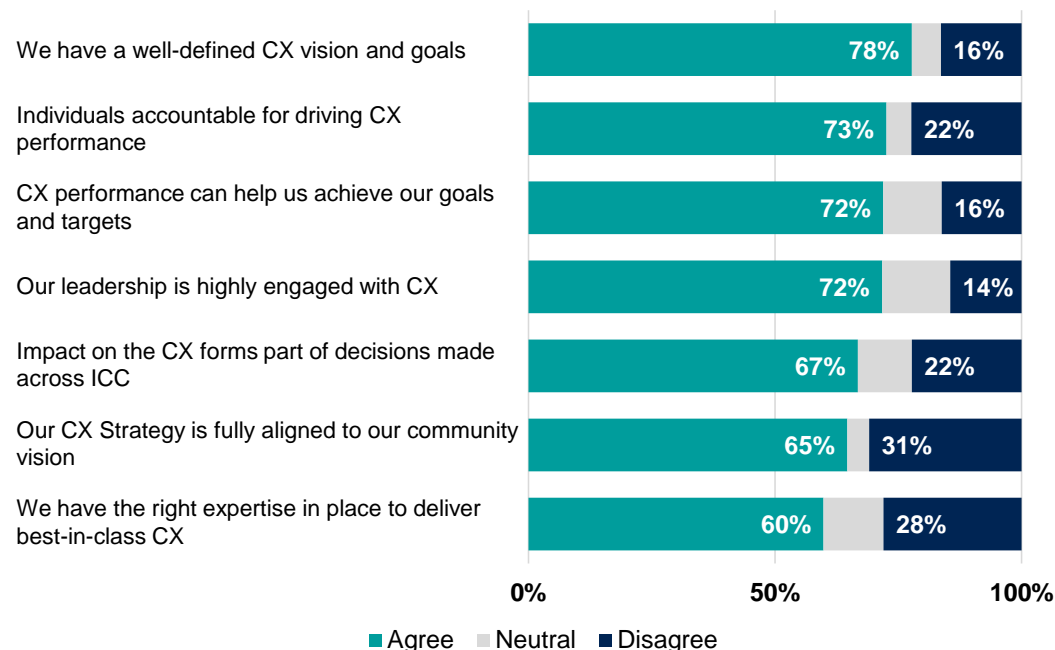
STRATEGY AND SPONSORSHIP

2023 result: 69% Practiced

Areas for improvement

Enhance expertise: Although a good portion of respondents agree that the right expertise is in place to deliver best-in-class CX, there is still 28% disagreement. This is an area that could be improved. Areas of focus might include training for existing staff, hiring new employees with CX expertise, or consulting with CX experts.

Align CX strategy with community vision: Even though a good percentage of respondents (65%) agree that the CX strategy aligns with the community vision, 31% do not. This signals a disconnect that could be addressed by having clearer communication about how the CX strategy supports the community vision, or perhaps revisiting the strategy to ensure it aligns with the community's needs and desires.

Ensure impact on CX is considered in all decisions: While the majority agree that impact on CX forms part of decisions made across council, the 22% disagreement suggests that there may be areas within the council where this isn't true. Instituting policies or procedures to ensure that the impact on CX is a part of all decision-making processes may be beneficial.

	Agree	Disagree
We have a well-defined CX vision and goals	78%	16%
Individuals accountable for driving CX performance	73%	22%
CX performance can help us achieve our goals and targets	72%	16%
Our leadership is highly engaged with CX	72%	14%
Impact on the CX forms part of decisions made across ICC	67%	22%
Our CX Strategy is fully aligned to our community vision	65%	31%
We have the right expertise in place to deliver best-in-class CX	60%	28%

0%   50%   100%

■ Agree ■ Neutral ■ Disagree

This competency was Foundation in 2021.

Ipsos

STRATEGY AND SPONSORSHIP

What Ipswich employees said…

1 **Timeliness of decision-making**: Employees mention that the timeliness of management decision-making can impact customer satisfaction. The council should work on improving response times to ensure timely resolution of customer issues.

2 **Regular communication and updates**: Employees emphasise the need for regular communication and updates regarding the CX strategy and sponsorship efforts. This will help staff stay informed and engaged in the council's customer experience initiatives.

3 **Engagement with other departments**: Employees mention the need for better engagement between different departments within the council to ensure a collaborative approach to delivering a positive customer experience.

4 **Attention to technical needs**: Employees highlight the importance of addressing technical needs in arts facilities and IT systems to improve the customer experience.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=76 employees

I believe management decision-making time lines have a big impact on customer satisfaction. It can take some time to get back to a customer.

There is little discussion around customer experience as it would appear to me that not many staff understand who the customer is.

It feels like this is being driven, owned and advocated by one small area of Council (contact centre). It is not clear how this is transformational? What is the bigger picture?

The perception is council has ignored advice with regards to technical needs of the business. This has impacted customers as we use gear that is out of date. Systems need to be hired in to fill the short fall and thus the financial cost is passed onto the client. IT systems in the new building require redesign to better support customers.

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STRATEGY AND SPONSORSHIP

What Ipswich employees said…

5 **Internal customer experience**: Employees suggest that the council should provide the same level of customer experience internally as it does externally. This includes improving internal processes, streamlining workflows, and fostering a customer-centric culture within council.

6 **Focus on streamlining processes**: Employees emphasise the importance of creating efficiencies in internal processes to provide faster and smoother service delivery. Streamlining processes will have a positive impact on the customer experience.

7 **Room for improvement**: Employees believe there is still room for improvement in the council's customer strategy and sponsorship efforts. They suggest that some areas of the council are performing well, while others need improvement.

8 **Communication and transparency**: Employees stress the importance of clear communication with customers and active engagement with stakeholders.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=76 employees left a comment

Council shouldn't forget that our employees as system users are also customers. The CX Strategy should take them into account and improve their experience as well..

…Our key focus should be on streamlining our internal processes which will have a flow on effect in creating efficiencies in responses for the customer, and providing more simplified ways for customers to interact with Council.

Leadership is fully engaged in some sectors but not others. Some support the concept of CX and the actions that it requires but aren't always on board when the rubber hits the road and action from them or their team is required.

It seems it's moving along based on CCED with little to no engagement with other depts and what requirements/challenges/functions other depts have and the obligations to create SLA's and impact. requests have been made to have CX engage and met with silence.

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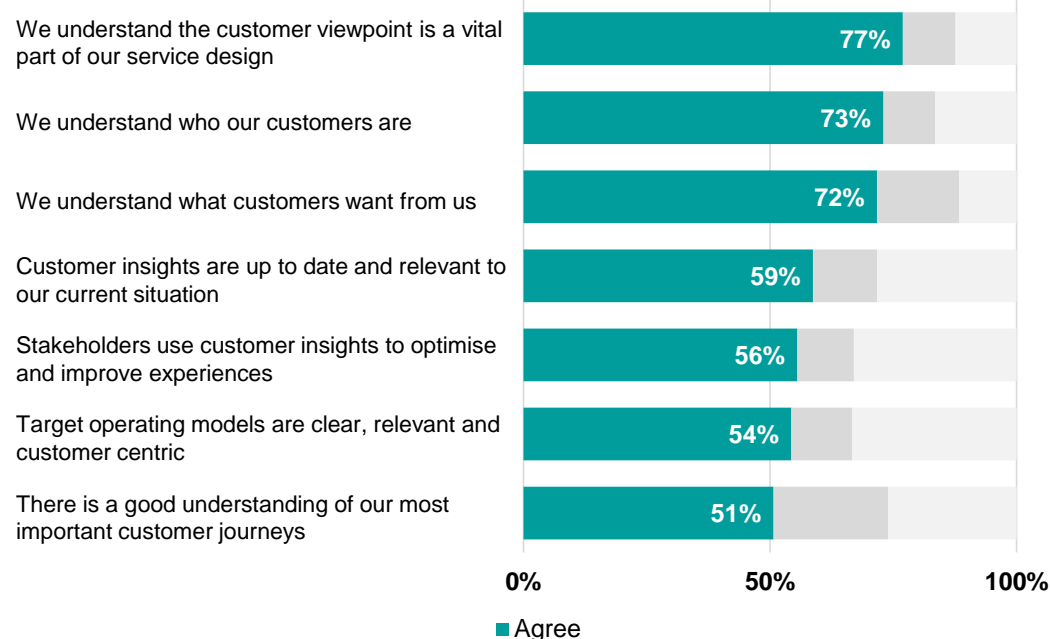
Ipsos

2023 result: 62% Foundation

CUSTOMER UNDERSTANDING

Areas of Success

Clear customer understanding: The council has a strong understanding of who their customers are with 73% agreement. This places them in a favourable position in terms of engagement and service delivery.

Knowledge of Customer Needs: There's a significant understanding of what customers want from council, as indicated by the 72% agreement. This can be leveraged to deliver high-quality service and fulfil their expectations.

Focus on Customer Viewpoint: It's clear that the council values the perspective of the customers in the services they offer, with 77% agreement. This is a great strength they can capitalise on to continuously improve their service design.

Statement	Agree
We understand the customer viewpoint is a vital part of our service design	77%
We understand who our customers are	73%
We understand what customers want from us	72%
Customer insights are up to date and relevant to our current situation	59%
Stakeholders use customer insights to optimise and improve experiences	56%
Target operating models are clear, relevant and customer centric	54%
There is a good understanding of our most important customer journeys	51%

This competency was Foundation in 2021.

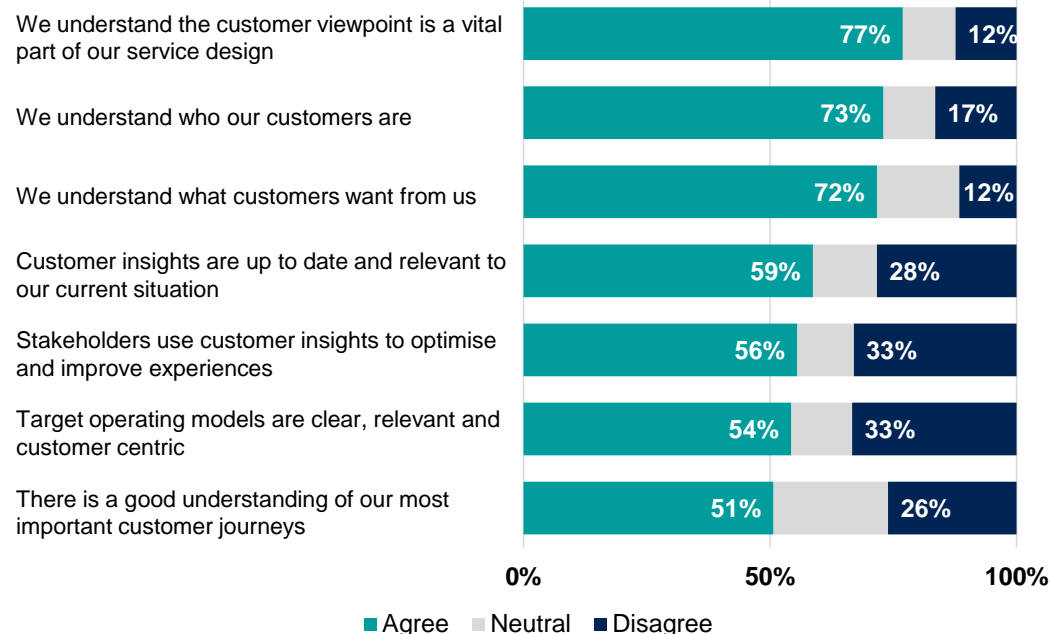**Item 5 / Attachment 2.**

CUSTOMER UNDERSTANDING

2023 result: 62% Foundation

Areas for improvement

Understanding of customer journeys: Around 51% of employees believe there is a good understanding of the most important customer journeys. However, 26% disagree with this statement suggesting that not all stakeholders possess a clear understanding of the customer's path to service and overall journey. Targeted training programs to help staff understand how customers interact with the organisation and offer them a consistent and seamless experience could enhance understanding of customer journeys.

Clarity in target operating models: Over a third (33%) of stakeholders disagree that the target operating models are clear and customer centric. It would be beneficial to ensure that the operating models are communicated clearly, and that they are reviewed periodically to ensure customer centricity. It might involve refining the operating models to highlight more clearly how they are customer-centric, and also ensuring that staff fully understand these models.

Utilisation of customer insights: Although 56% of stakeholders agree that they use customer insights to optimise and improve experiences, 33% disagree with this. This suggests there's a missed opportunity to make better use of these insights. Regular workshops could be hosted to show stakeholders how they can use these insights in their daily work. Also, ensure customer insights are disseminated across the organisation and part of key decision-making processes.

	Agree	Neutral	Disagree
We understand the customer viewpoint is a vital part of our service design	77%		12%
We understand who our customers are	73%		17%
We understand what customers want from us	72%		12%
Customer insights are up to date and relevant to our current situation	59%		28%
Stakeholders use customer insights to optimise and improve experiences	56%		33%
Target operating models are clear, relevant and customer centric	54%		33%
There is a good understanding of our most important customer journeys	51%		26%

■ Agree ■ Neutral ■ Disagree

This competency was Foundation in 2021.

Ipsos

CUSTOMER UNDERSTANDING

What Ipswich employees said…

1 **Internal vs external customer experience**: Employees feel that there is a greater focus on providing a good customer experience externally but less emphasis on internal customer experience within the council. Internal processes and interactions could be improved to match the level of service provided to external customers.

2 **Unrealistic customer expectations:** Employees mention that customers sometimes have unrealistic expectations and expect the council to fix issues that are beyond its scope. This indicates a need for better communication with customers to understand and manage their expectations.

3 **Lack of customer insights**: Employees express a lack of customer insights and understanding within the council. They mention the absence of customer record systems, difficulties in segmenting customers, and a need for a unified view of customers' interactions and preferences.

4 **Communication and transparency**: Employees highlight the importance of clear and transparent communication with customers. They suggest improving closure messages for service requests, providing timely and specific responses, and seeking customer feedback to address their needs and concerns.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=53 employees left a comment

I found it hard to answer these questions to capture internal vs external customers. I believe we have a great understanding of our external customers but don't provide the same level of customer experience internally.

Customers can sometimes expect Council to 'fix' something when is not actually a "Council" issue that we can fix.

it is hard to capture what and how a customer feels without having proper understanding of how a customer thinks. helping people understand clear communication and also having sales methodology & assumptive language will help and assist everyone

A huge gap for council is the customer record. Multiple records, multiple repositories, multiple classifications. Understanding our customer is hard without a single view of our customers that allows for easier segmenting, reporting etc. Why doesn't Council just bite the bullet and implement a single unique identifier for a customer record so that we can easily see everything about a customer, and they can easily access their own account? Utilities companies do this every day, why don't we?

CUSTOMER UNDERSTANDING

What Ipswich employees said…

5 **Infrastructure and service improvements**: Employees mention specific areas where customers face challenges, such as limited space and access to arts facilities, issues with the payment system, and the need for improved equity and support for diverse groups. Addressing these issues can enhance the overall customer experience.

6 **Internal stakeholder understanding**: Employees note a lack of understanding of internal stakeholders/customers receiving services from other areas of the council. Enhancing internal communication and collaboration can lead to more effective service delivery.

7 **Staff involvement and training**: Employees emphasise the importance of involving staff with customer service skills in decision-making processes and providing training to handle customer interactions effectively. This can contribute to a better understanding of customers' needs and expectations.

8 **Continuous improvement and customer feedback**: Employees suggest creating efficiencies in processes to fulfill customer requests promptly, understanding that not every customer will be satisfied, and using customer feedback to drive continuous improvement.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=53 employees left a comment

Customers to arts facilities are treated to spaces that aren't big enough with not enough park. Ease of access needs to be improved. These have been long standing issues that appear to have been ignored for almost two decades.

There is little to no understanding of internal stakeholders/customers receiving services from other areas of council

I don't think we are there yet, while some areas of Council are invested in optimizing our customer experiences and understanding our customers, there is still a lot of work to be done and having systems that assist with that along with staff who understand why this information is helpful will improve the ability to understand the customer.

It would be great if we could get more customer feedback for other areas of business - CES requests and some application types have been captured, but I feel that there could be more feedback from customers e.g. license applications, park applications.

CULTURAL ENABLEMENT

2023 result: 59% Foundation

Areas of Success

Strong Understanding of Role Influence: A majority (75%) understand how their work impacts and influences customer experience. This reflects a high level of customer focus across the council workforce, a strong foundation for delivering excellent service.
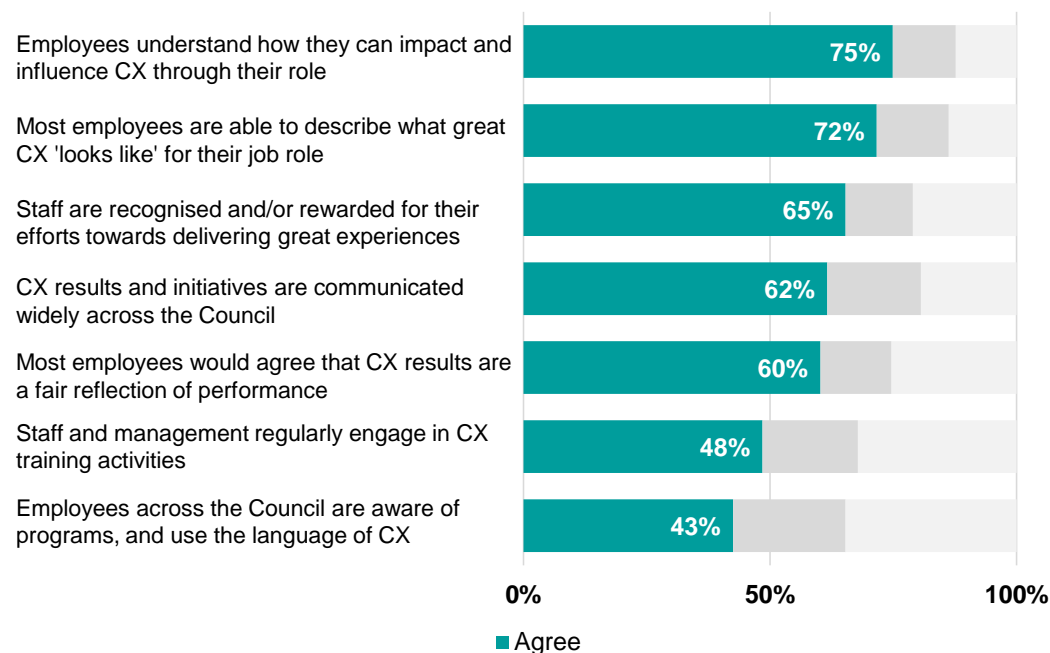
Articulation of CX Expectation: Most of council (72%) can describe what great customer experience 'looks like' in their roles. This shows clear expectations and guidelines are established, leading to consistency in service delivery.

Performance Reflection: A considerable proportion of employees (60%) believe that CX results fairly reflect their performance. This indicates a culture of accountability and understanding of the link between their work and customer experience.

This competency was Foundation in 2021.

Statement	Agree
Employees understand how they can impact and influence CX through their role	75%
Most employees are able to describe what great CX 'looks like' for their job role	72%
Staff are recognised and/or rewarded for their efforts towards delivering great experiences	65%
CX results and initiatives are communicated widely across the Council	62%
Most employees would agree that CX results are a fair reflection of performance	60%
Staff and management regularly engage in CX training activities	48%
Employees across the Council are aware of programs, and use the language of CX	43%

■ Agree
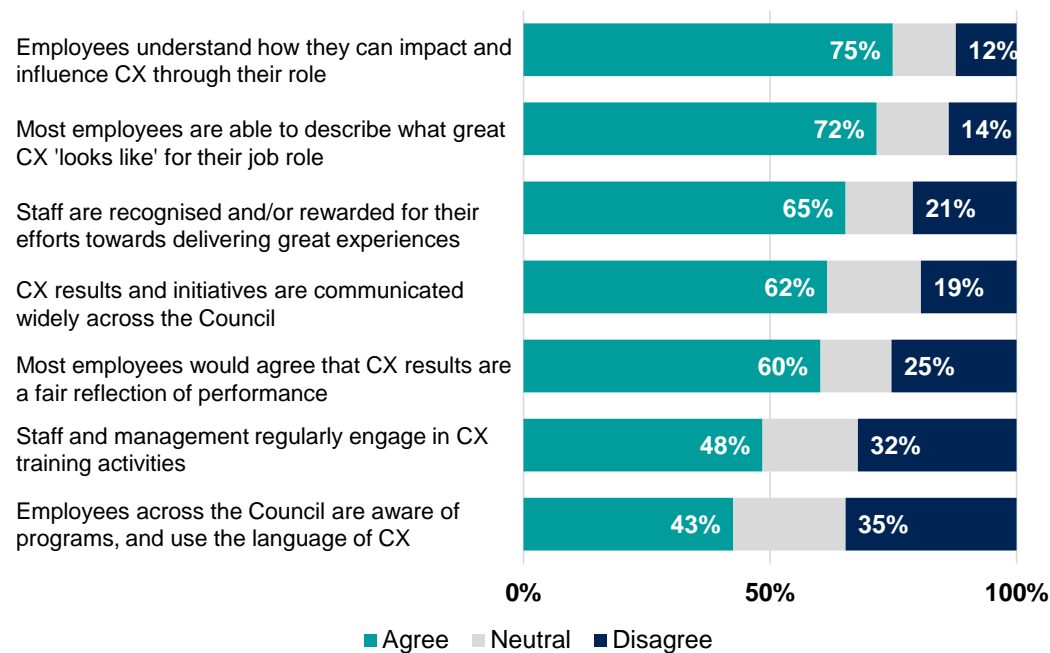
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CULTURAL ENABLEMENT

2023 result: 59% Foundation

Areas for improvement

CX Awareness and Language Use: Less than half (43%) of Council employees agree that everyone is aware of the programs and uses CX language. This suggests a need for increased communication and possibly more accessible training around CX terminology and principles.

Engagement in CX Training: Just under half (48%) of staff and management regularly engage in CX training activities. Introducing more frequent and engaging CX training sessions could help improve this percentage and ensure employees are equipped with the most up-to-date CX knowledge and skills.

Communication of CX Results and Initiatives: While more than half (62%) agree that results and initiatives are communicated widely, there is a significant proportion that disagrees (19%) or remains neutral (19%). Implementing more effective communication strategies, such as regular CX result updates and showcasing successful initiatives, could help improve understanding and engagement.

This competency was Foundation in 2021.

Statement	Agree	Disagree
Employees understand how they can impact and influence CX through their role	75%	12%
Most employees are able to describe what great CX 'looks like' for their job role	72%	14%
Staff are recognised and/or rewarded for their efforts towards delivering great experiences	65%	21%
CX results and initiatives are communicated widely across the Council	62%	19%
Most employees would agree that CX results are a fair reflection of performance	60%	25%
Staff and management regularly engage in CX training activities	48%	32%
Employees across the Council are aware of programs, and use the language of CX	43%	35%

■ Agree ■ Neutral ■ Disagree

CULTURAL ENABLEMENT

What Ipswich employees said…

1 **Varied experiences:** Employees mention that the customer experience differs across departments, with some departments frequently dealing with customers who are dissatisfied due to necessary approvals and licenses. This indicates a lack of consistency in handling customer interactions.

2 **Lack of recognition**: Employees mention a silent majority of workers who feel unrecognised for their efforts in providing good service. This indicates a potential need to acknowledge and appreciate employees for their customer-focused work.

3 **Complaints and negative feedback:** Employees express frustration with customers' unrealistic expectations, lack of understanding about budget limitations and timelines, and a tendency to empower themselves through managing and solving complaints.

4 **Limited understanding of customer experience:** Some employees feel that customer experience is not well understood or prioritised across the entire organisation. They question whether internal roles, such as finance, audit, and legal departments, can contribute to the customer experience.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?
n=60 employees left a comment

I think this depends on which department the employee belongs to, Our team often has to deal with customers that think they've been hard done by as Council has not allowed them to do 'something' on their property without the necessary approvals and or licenses. Our team often has to deal with threatening behaviour, both physical and verbal.

Many of us do engage with our customers on a daily basis. We also are conscious of the service we provide to our customers but there is a silent majority I am sure in the workforce who never get recognised for the work they do.

Customers expectations seem to be out of touch with reality, especially with regards to budget and what can be achieved in timelines. Complaints are sent to council with no feedback to staff other than criticism. Customers appear to be empowered by their complaints, rather than understanding the constraints of their schedule or what a realistic budget looks like for an event.

Customer experience results cannot be a fair reflection of performance for all areas of Council…As for understanding what "great customer experience" looks like for their job, I think everyone has their own interpretation of what great looks like... but what is the collective organisation understanding of what great looks like?...How is this the case for 100% internal roles i.e. finance? audit? ePMO? legal? etc.

CULTURAL ENABLEMENT

What Ipswich employees said…

5 **Influence over customer outcomes:** Some employees feel limited in their ability to influence positive customer experiences, particularly in compliance and local laws enforcement roles. They believe that issuing fines or enforcing regulations may not result in positive feedback, even if it is in the best interest of the community.

6 **Lack of communication and education**: Employees emphasise the need for more education and communication regarding customer experience, particularly in areas that do not traditionally prioritise it. They also suggest that remote council locations should be included in initiatives and results sharing.

7 **Emphasising internal customer experience**: Some employees suggest that improving the internal customer experience, treating each other as customers first, can create a foundation for an improved external customer experience.

8 **Inconsistent importance of customer experience**: The importance of customer experience is not consistent across the organisation, leading to variations in the level of engagement and understanding in different departments.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=60 employees left a comment

Customer experience results for Local Laws compliance do not necessarily reflect the emphasis put into providing a great customer experience by the officers. Local Laws compliance is sometimes a thankless job that generates negative customer experience due to the nature of the role. Local law officers are often required to negotiate difficult situations in order to achieve optimal outcomes that are in the best interest of the community…

CX needs to engage more directly with staff at remote council locations so results and initiatives are clearly shared

There are often explainable limitations on what can and cannot be achieved for external customers. Suggestion that focusing on how we treat each other as internal customers first would form a good foundation for a culture that naturally supports improved external customer experience.

I think on Level 3 of the building there is a lot more known about Customer Experience but this honestly depends on where you are working; community engagement would have more impactful and positive interactions but compliance would have a more difficult time getting a positive customer experience depending on the results of the investigation.

EVIDENCE IMPACT

2023 result: 62% Foundation

Areas of Success

Valuing Customer Experience Improvement: A considerable number (79%) agreed that the council understands the value of improving customer experience (CX). This shows that there is a shared understanding of the importance of CX in the council.

Assessment of Performance: More than half (59%) agree that individual performance expectations or targets are clearly communicated and fair. A strong linkage between performance and communication is healthy for the work environment.

Reporting Customer Satisfaction: Notably, 58% of the participants agree that customer satisfaction measures are reported alongside other performance measures reflecting a balanced approach towards performance assessment.

Ipswich City Council understands the value of improving CX performance — **79%**

Individual performance expectations or targets are fair and clearly communicated — **59%**

Measures such as Customer Satisfaction are reported alongside other measures of performance — **58%**

We have processes in place to measure and compare the results of CX change initiatives — **53%**

If needed, we are able to link CX results to iFuture — **50%**

We have access to analytical models which clearly explain the key drivers of our CX scores — **49%**

It is easy to find examples of where CX insights have driven tangible improvements — **48%**

0% 50% 100%

■ Agree

This competency was Foundation in 2021.

Ipsos

Item 5 / Attachment 2.

EVIDENCE IMPACT

2023 result: 62% Foundation

Areas for improvement

Examples of Tangible Improvements from CX Insights: Almost half (48%) agreed that it was easy to find examples where CX insights have driven improvements, but a large proportion (41%) disagreed. The council could benefit from more transparently documenting and sharing these cases to bolster confidence in the value of CX insights.

Access to Analytical Models: Just under half (49%) agreed that they have access to models explaining the key drivers of CX scores, but almost the same amount disagreed (45%). Providing more accessible analytical models and training on how to interpret them might increase this percentage.

Linking CX Results to iFuture: While half (50%) agreed they can link CX results to iFuture if needed, a significant proportion (41%) were neutral. This suggests a high level of uncertainty and potentially a lack of understanding or clarity around iFuture and its relevance to CX. Developing clearer communications or guidance about iFuture's role in CX might prove helpful.

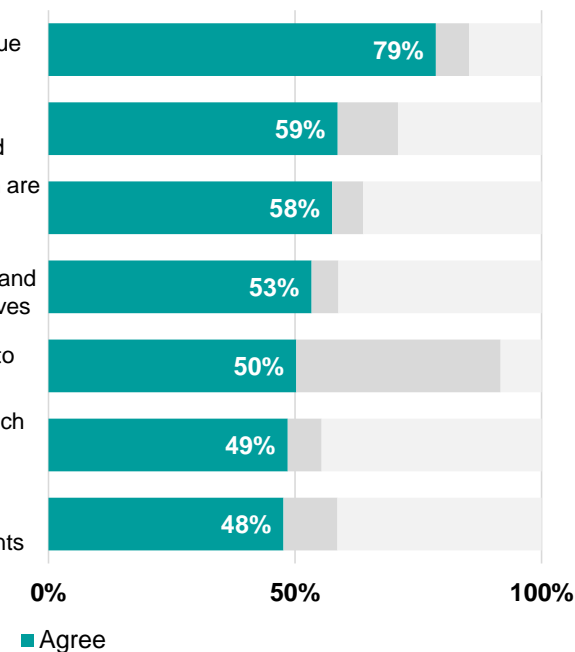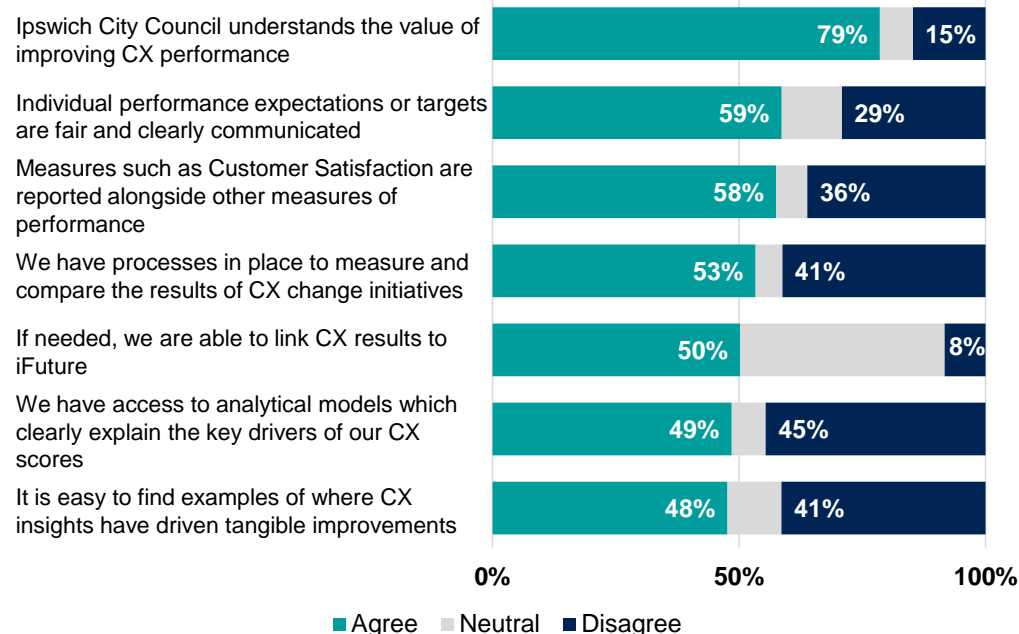|	Agree	Neutral	Disagree
Ipswich City Council understands the value of improving CX performance	79%		15%
Individual performance expectations or targets are fair and clearly communicated	59%		29%
Measures such as Customer Satisfaction are reported alongside other measures of performance	58%		36%
We have processes in place to measure and compare the results of CX change initiatives	53%		41%
If needed, we are able to link CX results to iFuture	50%		8%
We have access to analytical models which clearly explain the key drivers of our CX scores	49%		45%
It is easy to find examples of where CX insights have driven tangible improvements	48%		41%

0%   50%   100%

■ Agree ■ Neutral ■ Disagree

This competency was Foundation in 2021.

Ipsos

Item 5 / Attachment 2.

CUSTOMER EXPERIENCE EVIDENCE IMPACT

What Ipswich employees said…

1 **Lack of communication**: Several employees mention a lack of communication regarding individual performance standards and expectations. This can lead to frustration and a lack of clarity in terms of customer experience goals.

2 **Inconsistent measurement and reporting**: Employees express confusion and dissatisfaction with the current methods of measuring and reporting customer satisfaction. They suggest that the current approach does not fully capture the diverse range of customer cohorts and may not align with other performance metrics.

3 **Need for formalised success stories:** While some early successes in customer experience have been celebrated, employees feel that these stories need to be formalised and shared organisation-wide. This will help create awareness and engagement as the council's customer experience strategy progresses.

4 **Alignment to individual roles:** Employees suggest that customer experience should be aligned to individual roles through clear position descriptions, key performance indicators (KPIs), and key responsibilities. This allows employees to be fully aware of the role they play in delivering CX, regardless of role.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=43 employees left a comment

Individual performance standards have never been communicated at any point in my employment despite multiple attempts to define them for myself and for my chain. It is a point of increasing frustration and likely the reason I weekly search for other roles.

I haven't seen any reports where customer experience scores / satisfaction scores have been aligned next to other performance scores i.e. on time delivery, FPOCR, delivery volumes, cost expenditure/savings etc. The true value of improving customer experience is still blurry - our customers have to deal with us, we have no competition, so what is the driver? Cost reduction, new/changed services, service efficiencies, improved engagement?

Success in early CX has been celebrated, but those stories need to be formalised for the organisation as a whole. This will be particularly important as the Strategy takes off.

CX should be aligned to individual roles through position descriptions, including KPIs and key responsibilities

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CUSTOMER EXPERIENCE EVIDENCE IMPACT

What Ipswich employees said…

5 **Standardised feedback system:** Some employees highlight the need for a standardised feedback system or universal questions and scales/matrix to be adopted across the entire council. Currently, the use of different feedback systems in different departments leads to conflicting data and confusion.

6 **Need for better understanding of customers**: Some employees feel that the council could have a better understanding of customer experience by conducting a definitive survey to identify what aspects are most important to ratepayers in Ipswich. This will help tailor the customer experience strategy to meet the specific needs and expectations of the community.

7 **Internal issues impact customer experience**: Employees highlight that improving long-standing internal issues is crucial for long-term positive change in both internal and external customer experience. It is important to address internal challenges before expecting significant improvements in the customer experience.

8 **Improved communication and education**: Employees emphasise the need for better communication and education regarding customer experience across the organisation. Leadership should clearly identify the extent to which the council is committed to pursuing customer experience initiatives.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=43 employees left a comment

I would like to see a standardized feedback system or at the very least a universal question and scale/matrix that is adopted by whole of council. Every department and service use a different feedback system making for confusing or conflicting aggregate data.

I believe the organisation could have a better understanding of Customer Experience if they took a definitive survey of the aspects that are most important to Ipswich ratepayers and work the Customer Experience around that feedback.

Obvious movement is being made here however, jumping too far in front without fixing long standing internal issues may not bring long term positive change for both internal and external customers.

Leadership needs to sit down and identify to what extent is the appetite for pursuing some customer experience activities

INSIGHT ECOSYSTEM

2023 result: 62% Foundation

Areas of Success

Issue Resolution: A notable number (66%) agree that the council effectively identifies and resolves customer-level issues. This indicates a proactive approach towards customer service, which can build trust and loyalty.

Performance Tracking of Key Touchpoints: With 64% agreement, the council seems to effectively track customer experience performance in key touchpoints such as the contact centre.

Customer Relationship Tracking: A majority (62%) believe the council successfully monitors changes in ongoing customer relationships over time, reflecting a commitment to maintaining positive customer interaction.

Statement	Agree
We are able to identify and resolve issues at a customer level (e.g. closed loop)	66%
We have robust measures to track CX performance of key touchpoints (e.g. contact centre)	64%
We are able to track changes in our ongoing customer relationship over time (e.g. O-SAT)	62%
Results of CX feedback /surveys are accessible and easy to interpret	55%
Our CX programs are regularly reviewed to ensure KPIs are relevant to our goals	54%
Our CX programs are regularly reviewed to ensure KPIs are relevant to our goals	54%
The data collection and customer sampling methods we use are fit for purpose	51%
Our systems do a good job of analysing and processing freeform text and comments	47%

■ Agree

This competency was Foundation in 2021.

Ipsos

INSIGHT ECOSYSTEM

2023 result: 62% Foundation

Areas for improvement

Analysis and processing of freeform text and comments: Less than half (47%) agreed that their systems efficiently analyse and process freeform text and comments, indicating that more sophisticated or user-friendly tools might be required.

Data collection and customer sampling methods: Only 51% believe that the existing methods are fit for purpose. There might be a need to review these procedures to increase their effectiveness or to address specific concerns.

Review of CX programs: A considerable number of respondents (40%) disagree that CX programs are regularly evaluated to ensure their KPIs are relevant. Regular, transparent reviews and adjustment of these programs could potentially rectify this issue, boosting staff confidence in the relevance of KPIs.

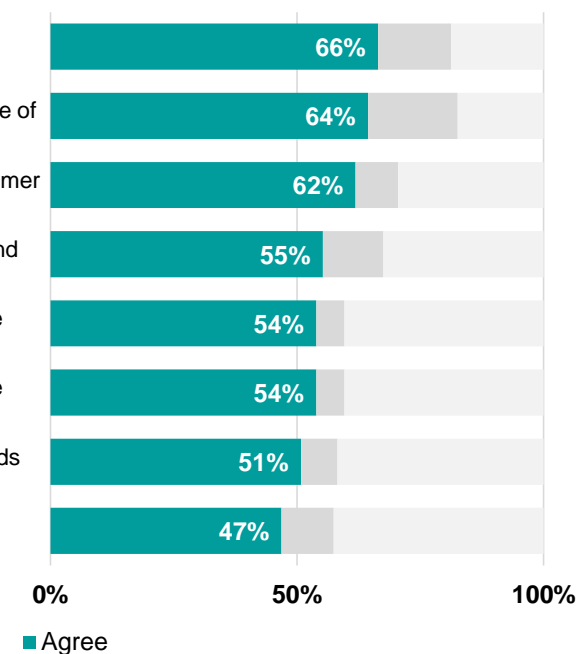|	Agree	Neutral	Disagree
We are able to identify and resolve issues at a customer level (e.g. closed loop)	66%		19%
We have robust measures to track CX performance of key touchpoints (e.g. contact centre)	64%		17%
We are able to track changes in our ongoing customer relationship over time (e.g. O-SAT)	62%		29%
Results of CX feedback /surveys are accessible and easy to interpret	55%		32%
Our CX programs are regularly reviewed to ensure KPIs are relevant to our goals	54%		40%
Our CX programs are regularly reviewed to ensure KPIs are relevant to our goals	54%		40%
The data collection and customer sampling methods we use are fit for purpose	51%		42%
Our systems do a good job of analysing and processing freeform text and comments	47%		43%

0%   50%   100%

■ Agree ■ Neutral ■ Disagree
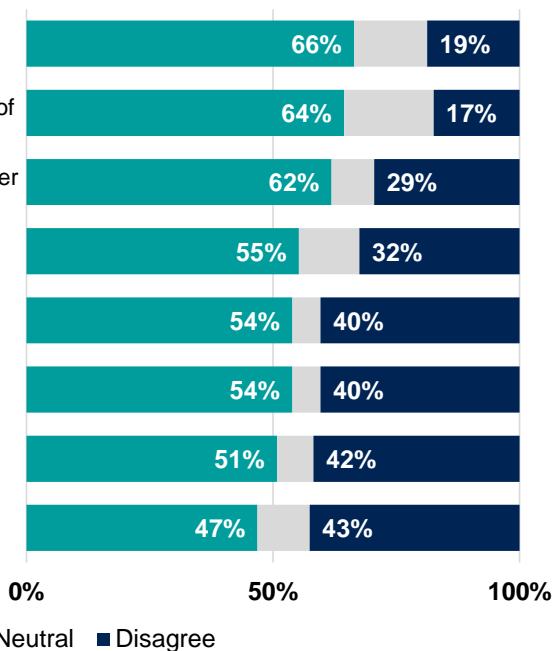
This competency was Foundation in 2021.

INSIGHTS ECOSYSTEM

What Ipswich employees said…

1 **Lack of awareness and understanding**: Many employees express a lack of knowledge about the insight programs and how they are utilised within the council. This highlights the need for better communication and awareness across departments.

2 **Inadequate data capture and analysis**: Employees mention that data capture and analysis are lacking within the council, making it difficult to generate actionable insights. There is a need for improved methods and techniques to turn data into meaningful and usable insights.

3 **Misalignment and confusion**: Some employees mention a misalignment between the customer experience strategy and the council's overall strategy. They suggest that there is a focus on certain areas, such as customer service, while other departments and aspects are left behind. This highlights the need for a more holistic and coordinated approach to customer experience.

4 **Lack of visibility and feedback**: Employees express a desire to see the results and outcomes of customer feedback surveys. They mention a need for transparency and communication in sharing these insights with staff and customers, allowing for continuous improvement.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=53 employees left a comment

I have no knowledge of any KPI measures how they collected and how they are analysed to assist better delivery in the future.

I think data capture and analysis is something lacking in council in general so don't really see how it's currently being translated into useable insights.

Questions asked in customer feedback are broad and basic and not always relevant or easy to understand if people don't understand how the questions work.

Where are these reviews and result of customer experience available to read. I've been apart of public survey for council in the past, have not received feedback, or seen outcomes from those surveys.

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INSIGHTS ECOSYSTEM

What Ipswich employees said…

5 **Standardisation and clarity**: Employees highlight the importance of standardising feedback systems and questions across the council. This will ensure consistency, ease of understanding, and meaningful analysis of the collected data.

6 **Employee involvement and decision-making**: Employees emphasise the importance of involving staff with demonstrated customer service skills in decision-making processes related to customer experience. They suggest that these employees can provide valuable insights and help steer the direction of the customer experience project.

7 **Capturing insights from non-customers**: Some employees raise the issue of capturing insights from residents who have not yet engaged with council services. It is important to understand the reasons for non-engagement and use this information to improve service offerings and attract new customers.

8 **Communication and consultation**: Employees express a desire for more detailed information and consultation from the council regarding insight programs. Clear communication and involvement of all departments will help create a better understanding of the community and its needs.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=53 employees left a comment

…Service request created for feedback need to have notes on them advising of issues raised for accountability and to create a profile of the Customer.

…Staff with the highest levels of demonstrated Customer Service/ interpersonal skills are needed to be the decision makers and steer direction of the Customer experience project.

How do we capture insights from Ipswich residents who are not yet customers about why they haven't engaged with services, e.g. library, art gallery

What are the KPI's for CX? have these been communicated or consulted with all departments or is it just customer service? A lot of CX has been focused on Customer service - understandable as this was the initial stage with the IAP however the strategy itself seems very far behind and despite the group of CX growing there hasn't been much growth or consultation across council wide

CX ROADMAP - SCORE SUMMARY

2023 result: 64% Practiced

Areas of Success

Clear Plan for Improving Customer Experience: The clear majority (71%) stated that the Ipswich City Council has a well-communicated plan for enhancing customer experience. This shows direction and commitment towards continuous improvement in customer service

Aligned Experience Design: With 62% agreement, it seems that the council's experience design is consistent and well-aligned with their purpose and values. This is an excellent foundation for delivering authentic and impactful customer experiences

Defined Customer Experience Governance: Over half of the respondents (57%) agree that the council has a well-defined and documented Customer Experience Governance process, indicating a structured approach to managing customer experience.

Statement	Agree
Ipswich City Council has a clearly communicated plan for improving Customer Experience	71%
Experience design is consistent and aligned to our purpose statement and corporate values	62%
We have a clearly defined and documented Customer Experience Governance process	57%
Project planning resources are available to help put in place Customer Experience changes and initiatives	51%
Customer Experience initiatives are collaborative and always involve input from linked operational areas	51%
Budget is available to support Customer Experience initiative development and delivery	49%
As a Council, we know the top 3 areas that we need to focus on first	48%

0%   50%   100%

■ Agree

This competency was Foundation in 2021.

Ipsos

CX ROADMAP - SCORE SUMMARY

2023 result: 64% Practiced

Areas for improvement

Priority areas: Almost half (48%) of the respondents feel that the Council knows the top focus areas. However, a significant percentage (41%) disagreed. There might be a requirement for better communication of these priority areas.

Budget allocation: Almost equal percentages of respondents agree and disagree (49% and 44% respectively) about the availability of a budget for supporting Customer Experience initiatives. This might suggest that the budget allocation maybe unclear or insufficient.

Collaboration: While slightly above half (51%) agreed Customer Experience initiatives are collaborative, 37% disagreed. This suggests that efforts towards promoting cross-departmental collaboration and input from linked operational areas could be bolstered.

Statement	Agree	Neutral	Disagree
Ipswich City Council has a clearly communicated plan for improving Customer Experience	71%		12%
Experience design is consistent and aligned to our purpose statement and corporate values	62%		33%
We have a clearly defined and documented Customer Experience Governance process	57%		38%
Project planning resources are available to help put in place Customer Experience changes and initiatives	51%		42%
Customer Experience initiatives are collaborative and always involve input from linked operational areas	51%		37%
Budget is available to support Customer Experience initiative development and delivery	49%		44%
As a Council, we know the top 3 areas that we need to focus on first	48%		41%

0% 50% 100%

■ Agree ■ Neutral ■ Disagree

This competency was Foundation in 2021.

Ipsos

CX ROADMAP

What Ipswich employees said…

1 **Inconsistency in customer service**: There is a perception that different sections of the council provide varying levels of customer service, highlighting the need for consistency across all departments.

2 **Lack of internal engagement**: Employees suggest that the CX planning process should involve internal customers within the council to ensure a holistic approach and avoid undermining the overall message.

3 **Communication and accessibility issues:** Several employees express difficulties in locating and accessing information related to customer experience planning, suggesting the need for improved communication and easy access to resources.

4 **Maturity and capability challenges**: The CX program is described as lacking maturity and capability in delivering the required technical and organisational changes. Challenges include change management, program scoping, collaboration, and communication.

Is there anything else you would like to say about Ipswich City Council's culture in relation to Customer Experience?

n=49 employees left a comment

The importance of the customer experience is not consistent across the organisation - the importance of the internal customer and culture is not consistent nor in my view are the experiences well defined across the organisation.

There are still officers that believe Customer Service is for Customer Service Officers. There are Departments that do not allow their Officers to directly liaise with Customers. Customer Service still feels very foreign to this Council.

There are some instances where teams focus on who their specific customers are and not the bigger picture of who their customers, customers are. Resulting in a bad experience for the end customer (the public)

Ipsos

ESG - SCORE SUMMARY

2023 result: 68% Practiced

Areas of Success

Inclusive and Equitable Practices: Most respondents (77%) agree that the council provides an inclusive and equitable environment for both employees and customers. This underscores the council's efforts to foster diversity and inclusivity.

Employee's Health: It is commendable that a significant majority (71%) believe the council ensures employees have sufficient opportunity for mental and physical health. This is a key indicator of a healthy and supportive workplace culture.

Environmentally Sustainable Practices: The council appears to be leading in practicing and maintaining environmentally sustainable practices with 63% agreement, demonstrating commitment to environmental responsibility.

	Agree
Council provides an inclusive and equitable environment for all employees	77%
Council delivers inclusive and equitable customer experience to all customers	77%
Council ensures employees are given sufficient opportunity to look after their mental/ physical health	71%
Council uses and maintains environmentally sustainable practices	63%
Council demonstrates our ESG commitments through the experiences we deliver to our customers	58%
Council practice good governance with regard to tax strategy/executive remuneration/donations/corruption	56%
Council works only with third party suppliers, partners or other companies committed to sustainable practices	40%

This competency was introduced in 2023.

Ipsos

ESG - SCORE SUMMARY

2023 result: 68% Practiced

Areas for improvement

Partnerships with Sustainable Enterprises: Only 40% agree that the council works exclusively with environmentally conscious partners. This suggests a lack of transparency or awareness about council's partner selection process, which could be addressed through clear communication about the council's commitment to sustainability.

Good Governance Practices: While a majority (56%) agree that council practices good governance, a significant percentage (40%) disagrees. To address this, council could look into reviewing internal policies and processes and ensuring transparency in areas like tax strategy and executive remuneration.

Demonstration of ESG Commitments: While over half of the respondents (58%) felt council demonstrates its ESG commitments, there's still a considerable percentage (35%) of disagreement. Highlighting how council incorporates ESG principles into customer experience could help increase confidence in this area.

Environmentally Sustainable Practices: Although a majority agreed that these practices are used and maintained, there's still a significant portion of neutral and disagreeing voices. This points to the need for reinforcing and showcasing the council's dedication to sustainable practices.

	Agree	Disagree
Council provides an inclusive and equitable environment for all employees	77%	13%
Council delivers inclusive and equitable customer experience to all customers	77%	16%
Council ensures employees are given sufficient opportunity to look after their mental/ physical health	71%	15%
Council uses and maintains environmentally sustainable practices	63%	16%
Council demonstrates our ESG commitments through the experiences we deliver to our customers	58%	35%
Council practice good governance with regard to tax strategy/executive remuneration/donations/corruption	56%	40%
Council works only with third party suppliers, partners or other companies committed to sustainable practices	40%	49%

0%   50%   100%

■ Agree ■ Neutral ■ Disagree

This competency was introduced in 2023.

Item 5 / Attachment 2.
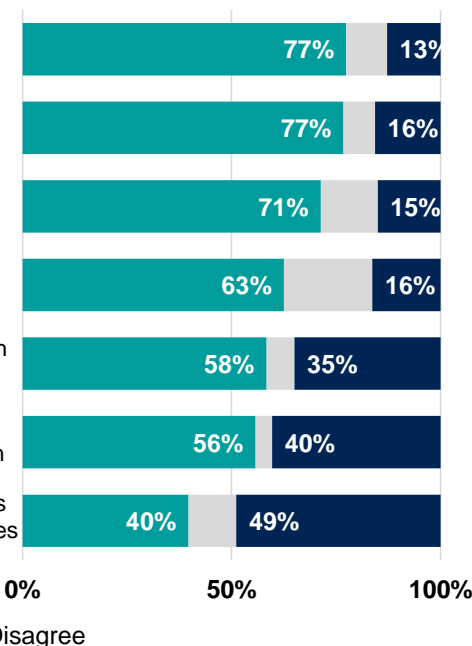
ENVIRONMENT, SOCIAL & GOVERNANCE

What Ipswich employees said…

1   **Improve visibility and communication**: Employees feel that the council's efforts in promoting environmental and social initiatives need better communication to make the results more visible to the public.

2   **Address diversity and inclusion**: To truly represent the community, the council should work on enhancing diversity within its workforce and ensure respect and support for all employees, regardless of gender, race, or culture.

3   **Prioritise accessibility:** The council should prioritise making its website and services more accessible for customers with disabilities, improving user experience and inclusivity.

4   **Enhance ESG integration**: Incorporate ESG considerations in the council's CX Strategy and decision-making processes, ensuring that access for people with disabilities and environmental responsibility are adequately addressed.

Is there anything else you would like to say about Environmental and Social Governance (ESG)?

n=46 employees left a comment

I think this is an area that surprised me, in that Council does well to promote these initiatives and I feel there is a genuine desire to deliver on them. I think there will be a natural period of time where the results of those actions are not necessarily easy to see from the public perspective.

I have been in recent meetings where derogatory comments are still made based on gender, race and culture. When I raise the point that the comments are not acceptable, the issue is generally laughed off as a joke.

ICC could focus more on accessibility - our website are not very accessible, and we have very little channels for disabled customers.

The Environmental, Social, and Governance components were not part of the original CX Strategy development. This is obvious in the focus of the strategy, at the exclusion of important considerations, such as access for people with disabilities.

Item 5 / Attachment 2.

06.

IPSOS EXPERIENCE RECOMMENDATIONS

Ipsos

Ipsos recommendations

VOICE OF CUSTOMER LISTENING PROGRAM

CULTURAL ENABLEMENT **CUSTOMER UNDERSTANDING** **EVIDENCE IMPACT** **CX INSIGHTS ECOSYSTEM**

Our view:

- Continuously listening to customers at the critical interaction points with Ipswich City Council with robust closed loop processes in place is a foundational requirement to move from Foundational to Practiced.

- Listening alone is not enough, no program can be successful without a powerful Voice of the Customer listening program which drives action at its heart. Both how and where you listen should be intentional and meaningful. When listening posts feel more like a conversation than an interrogation, you're presented with infinitely more authentic, comprehensive and valuable data.

- Where you listen matters, as it will ensure council has a more complete view into how customers experience you.

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Recommendation

1. We recommend designing, implementing and embedding a Voice of Customer listening program – a VOC roadmap should be developed to start small with the intention to evolve over time.

2. Closed Loop feedback processes should be considered for the program so customer issues can be resolved (Inner loop) and insights shared to improve organisational processes, policy and products (Outer loop)

3. A SaaS technology provider should be engaged to enable the program. On the surface, technologies can appear to do the same thing (signal capture, text analytics, closed loop, etc.). Fundamentally, selecting the technology that's right for you comes down to the maturity of council and where you are at in your own CX journey. Ipsos, can advise on selecting the right provider if required.

Ipsos

EMBEDDING OF CX & CUSTOMER EMPATHY

Ipsos recommendations

CULTURAL ENABLEMENT   **CUSTOMER UNDERSTANDING**   **CX INSIGHTS ECOSYSTEM**

Our view:

Embedding CX and customer empathy starts with people. Employees who are positively engaged with their councils CX mission, values and provided the avenue to understand customer needs will be able to empathise and bring a customer focussed approached to their work day.

Delivering exceptional customer experience and embedding customer empathy are crucial for the success of Ipswich City Council CX strategy. By prioritising customer satisfaction and understanding their needs, council can tailor its services and processes to meet those expectations. This customer-centric approach fosters empathy, trust, loyalty, and enhances the overall reputation of the council, ultimately resulting in a more effective and efficient operation.

Recommendation

1. Customer Champions- Having a group of champions throughout council to champion the customer within involved in CX initiatives, train the trainer sessions or sharing of customer insights to help embed customer empathy in council.

2. CX Training – Establish customer experience training for staff to utilise. Different formats can be considered through online lunch and learns, e-learning and face to face.

3. Change and Communication planning – Communication plan to share insights, successes and updates on a regular basis creates awareness and that the progress is being made.
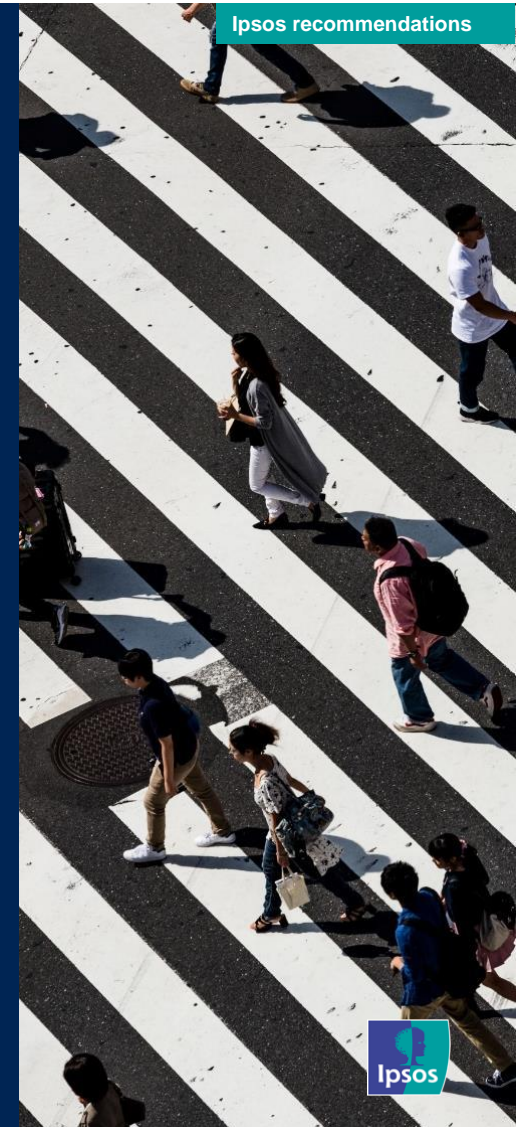
Ipsos recommendations

UNDERSTAND CUSTOMER BEHAVIOUR BY MAPPING YOUR CUSTOMER JOURNEY

CUSTOMER UNDERSTANDING   **STRATEGY & SPONSORSHIP**   **CX INSIGHTS ECOSYSTEM**

Our view:
A fundamental challenge for some organisations is that the most important customer interactions fail to leave positive lasting impressions. While some interactions will certainly carry greater meaning for the customer, the basic premise of seeing each interaction as an opportunity to reinforce a customer's relationship shouldn't be taken for granted.

Mapping your customers' journeys, including their functional and emotional needs, will help council understand how customers want to interact with you; their painpoints, areas of friction and what the ideal experience should be.

Journey mapping can align council around customer experience, break down siloes and puts the customer journey at the heart of the functions that work together to deliver the experience.

Recommendation

1. Identify the most important journeys that your customers go through and map them.

2. Consider mapping the journeys with employees initially as they hold a lot of information on what customers go through, their needs, painpoints and areas of friction.

3. Talk to your customers to understand what their expectations are of council, their needs, painpoints and ideal experience.

4. Overlay any quantitative research or operational data to the journey map to bring it to life further for your people

The CX Journey framework

1. EXPECTATIONS
2. ACTUAL EXPERIENCE
3. IDEAL EXPERIENCE

Forces of **CX** at each stage

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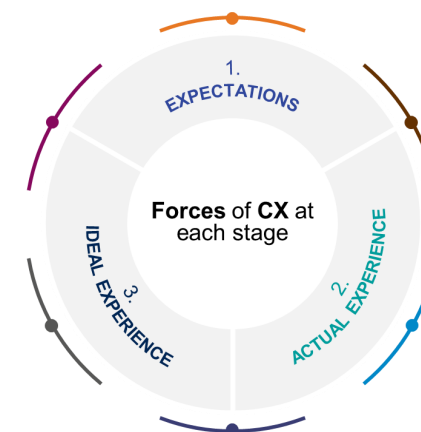
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CX STRATEGY ROADMAP REVIEW

STRATEGY & SPONSORSHIP

FUTURE STATE ROADMAP

Ipsos recommendations

Our view:

Ipswich City Councils CX Strategy roadmap was developed in 2021. Since then, progress has been made in delivering upon the strategy. However, organisational and economic changes have occurred.

Reviewing the customer experience strategy and delivery roadmap will be crucial for Ipswich City Council to ensure its continued relevance and effectiveness. It will allow the ability to make adjustments, refinements, and the identification of emerging trends or opportunities, enabling the council to stay focused on delivering great customer experiences. Additionally, it promotes continuous improvement, an internal refocus and alignment with evolving customer expectations.

Recommendation:

1. Gather a core working group that forms the 'CX Strategy review committee'

2. Evaluate performance: Analyse key success criteria and metrics to assess the effectiveness of the strategy and roadmap to date. Determine if the goals and targets set in the roadmap have been achieved and identify any gaps or areas for enhancement

3. Update and refine: Based on the feedback, performance evaluation, make necessary adjustments to the strategy and roadmap. Update goals, actions, timelines, and resource allocation to ensure they align with the evolving needs and expectations of customers and stakeholders.

4. Set a review cadence: the review process should be iterative and ongoing to ensure continuous improvement and alignment with the changing business environment.
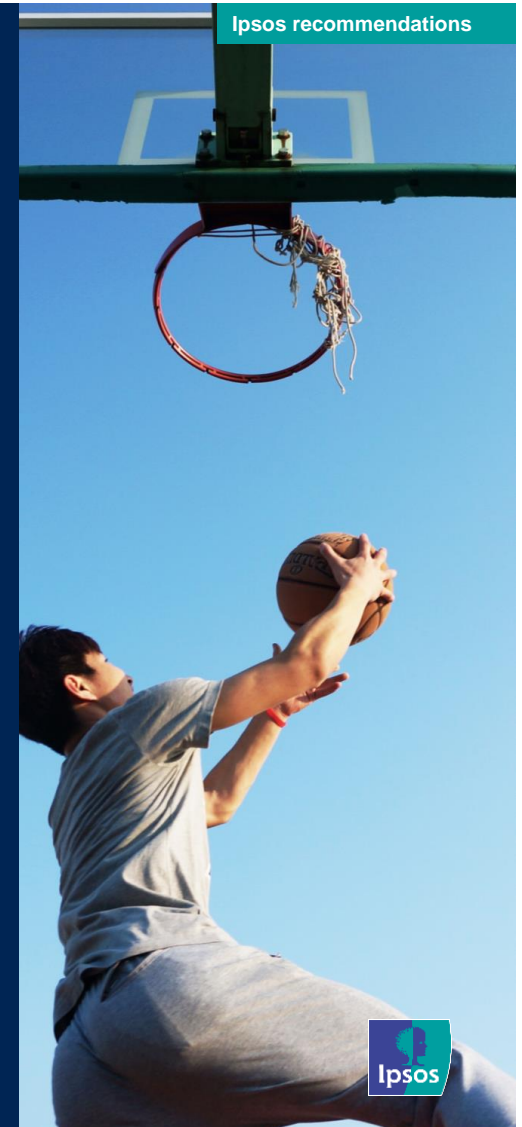
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YOUR IPSOS CX EXPERTS

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Ipsos is a global leader in designing, measuring and delivering value from Customer Experience programmes. We help organisations retain customers and recover those at risk, build community trust, grow share of spend, increase advocacy and drive up operational efficiency; to 'deliver a Return on Customer Experience Investment (ROCXI)'. Our expert CX teams help organisations at all stages of CX measurement and management:

- Helping them engage around a common CX vision – from C-suite to frontline
- Listening to the 'Voice of Customers' – across all touchpoints and channels. Creating a single source of customer truth
- Activating what needs to be done to ensure CX delivers on the Brand Promise
- Embedding the structure and culture to drive continuous CX improvement and customer centricity

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Ultimately, success comes down to a simple truth:
You act better when you are sure.

SUMMARY REPORT

Customer Experience Strategy - Immediate Action Plan

INTRODUCTION

This report outlines the outcomes of the Immediate Action Plan (IAP), a significant body of work undertaken as part of the lead up to the Customer Experience (CX) Strategy and associated Program of Work. A summary of the undertaking, the tangible impacts, and ongoing work within Council that resulted is provided for each project. The purpose is to inform council stakeholders of the outcomes generated by the IAP as of September 2023 and support the ongoing delivery of the Program.

BACKGROUND

The Customer Experience Strategy was adopted by Ipswich City Council in October of 2021. The Strategy outlined a variety of deliverables, which were formalised into projects. In the planning of Program delivery, it was acknowledged that some projects were of higher priority, either because they were precedents to other projects or were important foundational work to contribute to momentum for both cultural and operational change at Council. The projects were therefore divided into two broad phases, consisting of the *Immediate Action Plan* and the *Customer Experience Priorities*.

The following projects were outlined for delivery within the Immediate Action Plan:

- IAP 1: Implement a mobile app to provide a channel for improved incident reporting and customer feedback.
- IAP 2: Provide all Branches and Sections with access to customer insights for coaching and service design.
- IAP 3: Work with the Councillor Liaison Officers (CLOs) to develop an updated customer request workflow with an improved communication framework to build transparency and ownership for requests that have been raised directly with Councillors.
- IAP4: Improve customer data quality (cleaning and validation of customer details).
- IAP5: Customer Service to support and inform iVolve Business Case requirements regarding customers.
- IAP6: Build system integration between Contact Centre phone system (Genesys) and Customer request system (CES) to allow for personalised interactions based on previous engagements with council.
- IAP7: Develop Customer Service Practice Guide with a goal to designing seamless and consistent experiences across council.
- IAP 8: Identify high volume simple transactions for priority automation to deliver efficiencies and increased grade of service.
- IAP 9: Increase visibility on progress and status of service request raised in CES/My Ipswich.
- IAP 10: Increase the efficacy of the 'Report an Issue' on council's website with the introduction of new incident reporting capability and automation.
- IAP 11: Provide customers with specific information on the closure of their requests in CES/My Ipswich.
- IAP 12: Establish a standard council wide approach to communicating and engaging with customers in relation to their requests.
- IAP 13: Activate an internal campaign to increase understanding of the Contact Centre's function within council.
- IAP 14: Establish in house quality assurance testing with Customer Contact Centre enabling continuous improvement in customer service.
- IAP 15: Review and optimise the Contact Centre Structure to ensure it represents best practice and best outcomes.

- IAP 16: Adopt a Customer Service Policy and develop appropriate procedures.
- IAP 17: Develop a Customer Charter ensuring alignment with the Customer Service Policy, legislation and reflects our current organisation structure.

As of September 2023, all projects associated with the Immediate Action Plan have been "Closed", either being delivered in full, transferred to other projects and/or teams for completion, or determined not to proceed. Further details on each project are provided within.

Improve Contact Points (IAP 1 & IAP 10)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Improve Contact Points*" project addressed the following Actions:

- **IAP 1** - Implement mobile app to provide channel for improved incident reporting and customer feedback.
- **IAP 10** - Increase the efficacy of the 'report an issue' on council's website with the introduction of new incident reporting capability and automation.

Based on the associated Actions, outputs within this project included:

1. *On-the-Go Reporting App* – procure and implement an application allowing service requests to be submitted in a simplified manner, including via mobile phone.
2. *Replace Report an Issue* – replace the current free-text submission field on the Council website with a submission portal, either linking with the application or mimicking its logic.
3. *System Integration* – integrate both the application and Report an Issue functionality with the Customer Engagement System (CES) and create or modify existing processes to enable automatic triage to internal teams.

Following procurement, the selected solution for this Action was the Enterprise Subscription version of *Snap Send Solve*. Customisation was undertaken within both the native mobile application and the website embed versions of the application, to better reflect council's high-volume services and processes. Both submission channels were integrated with CES successfully. As a result, the outcome of this project was Closed (Delivered), with Snap Send Solve successfully launched as the solution on 01 August 2023.

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- The delivery of a fully integrated on-the-go reporting app that is convenient for our customers.
- The simplification of questions asked of customers, reducing the required administration to create an actionable service request and improving ease for customers to submit requests.
- The geo-location features within the app gather more details for officers/responders on where the issue is, resulting in a faster customer resolution.
- The automatic triage of 97% of Council's most high-volume service requests via CES through this channel, enabling the reallocation of approximately 375 hours (0.19 FTE) per year in Customer Services (should observed trends continue).
- The Incompletes queue – where unassignable requests await action by Customer Services, sometimes for several days – was cleared from over 130 outstanding requests to 0 within 2 days.
- Some staff use the app to log jobs out in the field, as the application is more mobile-friendly than CES.

ONGOING WORK

The Customer Experience team will continue to administer Snap Send Solve as Business as Usual (BAU), ensuring that customers' most frequent requests are collected and actioned quickly and effectively and further functionality in the app is utilised.

Customer Insights (IAP 2)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Customer Insights*" project addressed **IAP 2** - Provide all Branches and Sections with access to customer insights for coaching and service design.

Based on the associated Actions, outputs within this project included:

1. *Customer Insights Survey* – provide customers with a set of questions that surface key CX KPIs, namely Customer Satisfaction (CSAT) and Customer Effort Score (CE Score), at the conclusion of service requests.
2. *Customer Insight Call-back* – establish an avenue and supporting process for customers to be further contacted about their experience and their feedback.
3. *Customer Insights Dashboard* – create an interactive dashboard that provides information about service outcomes, including associated CX Key Performance Indicators.

Early in the project, it was identified that due to the disparate processes and systems involved in the handling of customer service requests, a comprehensive customer insights collection framework would be unviable to deliver as part of the Immediate Action Plan. It was decided a customer feedback survey would be created using CES closure notifications as the platform, linking this project with Close the Loop (IAP 9 + 11 + 12, detailed below). Following engagement with various teams across council, closure surveys were applied across various requests in two phases, launching on 14 November 2022 and 30 June 2023 respectively. A dashboard, summarising insights data, was also provided and updated alongside these phases. As a result, the outcome of this project was Closed (Delivered).

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- The provision of a channel for customers to provide their feedback ensuring their voice is heard, including their satisfaction with our services, how easy it was to engage with council, and any feedback they had on their experience.
- A call-back process to collect more detail about customer experiences and provide any further assistance that the customer may need, helping to properly resolve requests and prevent poor service and complaints.
- The delivery of an interactive dashboard that provides these customer insights to all Council staff, enabling managers to provide coaching to staff and action improvements in their services.

ONGOING WORK

The Customer Experience team will continue to administer the Customer Insights dashboard, including efforts to expand the insights collected and the provision of summaries and service improvement advice for council teams. To support this, an interactive dashboard is being developed the specifically monitors requests submitted through Snap Send Solve. Customer call-backs will transition to the responsibility of Customer Services, with continued Customer Experience input.

Improved Councillor Comms Framework (IAP 3)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Improved Councillor Comms Framework*" project addressed **IAP 3 -** Work with Council Liaison Officers to develop an updated customer request workflow with improved communication framework to build transparency and ownership for requests that have been raised directly with Councillors.

Based on the associated Actions, outputs within this project included:

1. *Co-Designed Service Request Submission Tool* – design a customised workspace to submit queries from the public in collaboration with CLOs that addresses key issues under the current process.
2. *Submission Tool Development* – undertake the implementation of the tool, reflecting the design considerations raised previously.
3. *Transition Support* – provide a training session for current CLOs on how to use the tool effectively and develop process and procedure documentation to support ongoing use of the tool, including work instructions and process maps.

Following a series of design workshops with the Executive Support team, the tool was designed and implemented, with launch occurring on 26 June 2023. As a result, the outcome of this project was Closed (Delivered).

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- A simplified workspace within CES that removed content and functionality not required to perform the functions of a CLO, reducing confusion and increasing ease of navigation for these staff.
- Implementation of customised interviews – submission forms that guide staff through the required information to collect from the public and enable actioning of the request – allowing the automatic triage of requests to the appropriate Council Officer, reducing time to service.
- A field in the CES environment – viewable by staff – that highlights a request that has been raised by a Council Liaison Officer.
- In the first two months, 88 of the 165 service requests (54%) were raised by the CLOs using customised interviews, bypassing the "Incompletes" queue and landing directly with an officer in the field. This enables the reallocation of staff resources in Customer Services to other tasks.

ONGOING WORK

The Customer Experience team will continue to administer the CLO Submission Tool, collecting and reporting on data and supporting any requests to update the tool alongside the Digital Experience team. To support this, an interactive dashboard is being developed that specifically monitors requests submitted using the Tool.

Data Clean (IAP 4)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Data Clean*" project addressed **IAP 4 -** Improve customer data quality (cleaning and validation of customer details). This project was to identify and address the key factors contributing to the inaccuracy and duplication of customer name and address records (NAR).

Based on the associated Actions, outputs within this project included:

1. *Customer Engagement System (CES) NAR Improvement* – correction of NARs within the Oracle RightNow platform, including associated tools and automations to ensure ongoing fidelity of records.
2. *Pathway NAR Improvement* – correction of NARs within the Pathway platform, including associated tools and automations to ensure ongoing fidelity of records.
3. *Data Management Framework* – a policy and procedure framework detailing how data, including Name and Address Records, should be appropriately managed at a people, process, and system level to ensure record fidelity.

A working group was established to deliver the project, consisting of senior users within the NAR management space. It was decided that due to the associated costs, the work within CES was not viable. As such, it was removed from the scope of the project. At this point, the project was finalised as not being delivered as part of the CX Program of Work, but instead actionable by ICT. Project Sponsorship and Delivery were assigned the ICT Digital Transformation Manager and a Project Manager from the ICT Project Management Office. The CX Coordinator was replaced in membership by the Manager, Customer Strategy and Experience. As a result, the outcome of this project was Closed (Transferred).

OUTCOMES AND IMPACTS

As this project has been handed over to ICT to manage to completion, outcomes and impacts of this project will be reportable by this team.

ONGOING WORK

The technical work for IAP 6 commenced as a joint action between CX and ICT. Ongoing contributions are being provided by the Manager, Customer Strategy and Experience.

iVolve Support (IAP 5)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*iVolve Support*" project addressed **IAP 5** - Customer Service to support and inform iVolve Business Case requirements regarding customers. Based on the associated Action, work within this project involved the CX team providing ongoing representation to the iVolve project management team as required. As this work is ongoing, the outcome of this project was Closed (Transferred), with continued work to be completed under the Customer Experience Strategy Priorities (CXPs).

OUTCOMES AND IMPACTS

The perspective of the Customer Experience team, as well as the broader Section and Branch were provided as part of regular iVolve activity.

ONGOING WORK

The Customer Experience team will continue to contribute to the iVolve Program of Work as part of the Customer Experience Priorities.

Genesys Integration (IAP 6)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Genesys Integration*" project addressed **IAP 6** - Build system integration between Contact Centre phone system (Genesys) and Customer request system (CES) to allow for personalised interactions based on previous engagements with council.

Based on the associated Actions, outputs within this project included:

1. *Integration* – an integration between CES and Genesys that delivered the following:
    a. *Single Interface* – the provision of both systems' functionality through a single interface.
    b. *System Interoperability* – the ability to utilise the functions of each system concurrently and seamlessly, both with embedded functionality in the single interface and the ability to navigate between the thick clients seamlessly, if required.
    c. *Incident on Call* – the automatic creation of an Incident within CES when a call is made, enabling recording of customer information within, and continued tracking of the request across time.
    d. *Identify on Call* – the ability to identify customers who call utilising the provided phone number. pulling up the Name and Address Record (NAR), associated recent service information, accommodation needs, and any cautions. When conflicts occur, a correct record can be chosen from a list of records.
2. *Transition Support* – support in the ongoing use of the new tool within the Contact Centre:
    a. *Training Program* – a training program to enable Contact Centre staff to effectively utilise the new tools.
    b. *Policy and Procedure Update* – an update to policies and procedures incorporating new methods to personalise interactions.

A series of engagements were held with Customer Services and ICT staff to determine the business and systems requirements. The outcome of this project was Closed (Do Not Proceed), as the project was identified as unviable as it was being prepared for Procurement. Reasons for this included:

- Factors relating to council system customisation, versioning, and maintenance made third-party integrations software less likely to be compatible, effective, and tenable in the long-term.
- That the identification of customers based on only a mobile number is contrary to identification requirements set out in policy and procedure, which are reflective of legislation.
- The inaccuracy of records, unavailability of data, and range of systems used makes seeing a holistic view of customer service history very difficult.
- The remaining value provided by providing better ease of navigation was not seen as sufficient for the associated cost.

OUTCOMES AND IMPACTS

No outcomes were achieved for this project. Early cessation of the project will enable redistribution of the associated funds to other deliverables within the CX Program of Work.

ONGOING WORK

There is no ongoing work resulting from this project.

Customer Service Practice Guide (IAP 7)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Customer Service Practice Guide*" project addressed **IAP 7** - Develop a practice guide with a goal to designing seamless and consistent experiences across Council. The overarching guide would outline best practice principles for engaging with customers.

Based on the associated Action, the output within this project was to be a guide that enhanced understanding and compliance with best practice customer service. Topics would be selected by staff, prioritising those with the greatest impact on the customer. A working group was set up to talk through this initial piece of work. It was determined that there were five main priorities that should be addressed:

1. *Managing service information and advising of changes* – guidelines for business areas to share quality information to customers, customer-facing teams and broader Council areas,
2. *Managing customer data* – guidelines outlining the protection, use and cleanliness of customer contact information,
3. *Customer Service communication style* – aligned with the ICC Style Guide, a framework providing information on best practice for communicating with customers,
4. *Keeping customers informed* – recommendations surrounding frequency of communication,
5. *Escalations* – documented transferrable and agreed escalation procedure – for use where an existing escalation procedure does not exist.

The outcome of this project was Closed (Transferred) as the project was identified as more functionally deliverable with the Customer Experience Priorities phase of the Program. Reasons for this included:

- The Immediate Action Plan projects were functionally focused on the Customer Services area, not the whole of Council. Projects within the CXPs are more aligned with organisational change and a whole-of-Council perspective.
- The themes and outputs of the CXPs will have significant implications for the topics outlined above.

Undertaken projects will inform best practice, which will be formalised in the Guide.

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- Identification of priority areas for review and the provision of policy, procedure, and practice guidelines.

ONGOING WORK

The themes within this project will be addressed within the ongoing work within the Program.

The Practice Guide will now encompass and formalise parts of the CX Strategy and IAP Priorities principles and learnings in a digestible usable format for the broader business.

Service Automation (IAP 8)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Service Automation*" project addressed **IAP 8 -** Identify high volume simple transactions for priority automation to deliver efficiencies and increased grade of service. Through this process, we gathered and assessed sufficient high-level information for approximately 150 processes within council that had a customer form as part of the procedure:

- Average number per month
- Processing time
- Average FTE per month
- Number of website hits per month
- Customer difficulty obtaining information
- Customer access channels
- Service touchpoints/teams involved in process

Using the collated information, we were able to determine effort scores that helped us understand where the most opportunity existed to drive customer and internal improvements. From the collated information, we were able to produce a list of the top 13 processes that were high in customer and internal effort. These findings will help inform improvement efforts undertaken as part of the Customer Experience Priorities. With the shortlist generated, the outcome of this project was noted as Closed (Delivered).

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- A shortlist of the most high-impact focus areas for service improvement was created.
- 17 processes that did not have a ProMapp were identified, and these were created during the project run.
- 64 processes were identified to have outdated information, roles, references and relevant links. These were all updated.
- CX worked with the Corporate Mail Team (CMT) to create a new process/ProMapp for managing the emails sent from the ICC Customer Requests mailbox. We also reviewed and updated other processes that impacted the Customer Service Applications Team.
- We now have a visual on the end-to-end processes where forms are included.

ONGOING WORK

Service improvements based off the impact assessment commence under the Customer Experience Priorities. The CX team will engage across the organisation to validate the assumptions and confirm the four processes that will be automated. These will be selected based on several factors, including highest opportunity, business unit capacity and appetite and ICT capability.

Close the Loop (IAP 9 + 11 + 12)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Close the Loop*" project addressed the following Actions:

- **IAP 9** - Increase customer visibility on progress and status of service requests raised in CES / My Ipswich
- **IAP 11** - Provide customers with specific information on the closure of their requests in CES / My Ipswich
- **IAP 12** - Establish standard council wide approach to communicating and engaging with customers in relation to their request

Close the Loop was influenced by another project, *Customer Insights*. Outputs from this project, namely the *Customer Insights Survey*, were required before this work could be implemented.

Based on the associated Actions, outputs within this project included:

1. *Standardised Statuses* – implement a framework to ensure the consistent naming and use of statuses in CES that are then communicated through to MyIpswich.
2. *Standardised Opening and Closing Texts* – implement standard opening and closing texts to service requests managed in CES.
3. *Feedback Mechanism* – establish a feedback mechanism to capture customer insights when a service request is closed in CES.
4. *Script Helpfulness Change* – update process to report the helpfulness of scripts from '5 Stars' to 'Yes/No'.
5. *Remove Updated-Closed Status* – remove 'updated-closed' status in CES and create an automated email to customers who try to reopen requests asking them to submit a new request.

Teams across Council were engaged to contribute to the development of these outputs. While work was completed across the other outputs, it was quickly acknowledged that significant barriers existed to achieve Standardised Statuses. This included a lack of agreement on their use and maintenance, as well as immaturity in process and journey mapping in the organisation to come to any agreement. Following Sponsor review, this work was noted as a transferred deliverable to CXP12: Proactive Communication, following work to undertake customer journey mapping. With most outputs completed and the remainder accounted for in other projects, the outcome of this project was noted as Closed (Delivered).

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- A range of service codes within CES were identified as either unused or minimally used within the past year. We engaged with the teams who owned these processes to understand if they were still being used, asking permission to remove irrelevant codes. As a result:
  - 66 customer request codes were deactivated.
  - 78 corporate request codes (those used internally) were deactivated.
- A reduction in time spent on any future CES service activity, as fewer overall codes need to be considered,
- Customers are being provided with more information throughout their journey with council.
- More consistent and comprehensive feedback is now being provided when a script is acknowledged as unhelpful.
- Customer feedback, including complaints, are now captured within the same service request, rather than requiring the customer to raise the issue through their own volition and potentially through an unlinked channel (such as via phone or email) or new incident, requiring manual intervention to reconcile this information.

- We can gather more insights from customers about their experiences with Council, informing improvement efforts.
- A presumed impact on customer and staff satisfaction, as customers are more informed and do not need to contact Council for updates on their service request.
- A presumed increase in efficiency, as staff must address fewer customer queries regarding the submission or closure of their requests.

ONGOING WORK

The Customer Experience team will continue to administer the Open and Closure messaging for customers. Any new request codes that are created moving forward are given the same consideration regarding acknowledgment and closure notifications. This falls within scope for the CES Business Owner as part of requirements for the creation of new request types and codes but will be actioned in collaboration with Customer Experience. Advocacy will also be undertaken to broaden the number of services that provide these communications. Other work that was within scope for this project, but reliant on future projects, now falls within delivery of the CX Priorities.

Customer Contact Centre Campaign (IAP 13)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Customer Contact Centre Campaign*" project addressed **IAP 13 -** Activate an internal campaign to increase understanding of the Contact Centre's function within council. The key outcome of the action was to raise the profile of the Contact Centre to ensure better collaboration between this team and the rest of the organisation. In early 2022, a workshop was facilitated by the CX team for Customer Services Team Leaders. The workshop identified low morale within the team and the numerous barriers they face while trying to provide a good customer experience.

Based on the associated Action and the outcomes of this workshop, six unique and creative initiatives were developed and implemented:

1. *Wire Page Refresh* – update the Customer Services Wire webpage, defining the four separate teams: Contact Centre, Applications, Lodgements and Concierge and Support.
2. *Buddy In Program* – establish an engagement program for council staff to listen into calls managed by the Contact Centre.
3. *Induction Introductions* – prepare and host tours of the Contact Centre for all new council staff, in collaboration with the People and Culture team.
4. *How Well Do You Know the Customer Services Team*? – create and distribute a survey testing organisational knowledge about the Contact Centre.
5. *Bounty Hunting* – gamify the experience of reporting incorrect terminology used by the organisation when referring to the Contact Centre.
6. *Customer Services Feedback* – create and distribute a follow-up survey targeting Customer Service staff to review the IAP 13 initiatives.

The campaign was successfully rolled out in early to mid-2023. As such, this project was noted as Closed (Delivered).

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- Clarity within internal information resources and corporate knowledge on the distinct teams within Customer Services and their functions.
- Over 40 'Buddy In' sessions have occurred, deepening staff understanding of the role and experiences of the Contact Centre team. Notable attendees included General Managers, the CEO, the Mayor, and Councillors.
- Over 150 new starters have attended the induction tour, creating an immediate connection with the area.
- The outcome of the initial survey was pleasantly surprising and showed the organisation was far more aware of the Contact Centre than expected. This was communicated to and celebrated with the staff.
- After the three-week run of the Bounty Hunting campaign, 401 instances (~300 unique instances) of incorrect terminology were reported across the following locations/systems and rectified.
- The follow-up survey was completed by 37 members of the Customer Services Team, with 29 (78.38%) noting they were either Somewhat Satisfied or Extremely Satisfied with the results of the campaign. Only 1 noted they were Somewhat Dissatisfied.

ONGOING WORK

The Induction Introductions and Buddy In initiatives have been transitioned to Business as Usual for the Customer Services team.

In House Quality Assurance for Customer Service (IAP 14)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*In House Quality Assurance for Customer Service*" project addressed **IAP 14 –** Establish in house quality assurance testing with Customer Contact Centre enabling continuous improvement in customer service.

In 2019, Customer Service Officers (CSOs) received minimal training when they commenced at Council and there was no formalised process to understand the quality of the interactions with our customers. To address this issue, the Ipswich City Council Contact Centre initially worked with an external provider which provided services in call quality monitoring and improvement, Customer Services Benchmarking Australia (CSBA). Customer Services collaborated with CSBA to understand their quality framework, train Customer Service Officers, and benchmark the customer service Ipswich City Council provided against other local governments in Australia. Customer Services ceased engagement with CSBA in June 2022, with the desire to bring the program in-house.

Based on the associated Actions, the goal of this project was to create our own framework covering:

- An established and functioning feedback and coaching structure for Customer Services staff.
- The establishment of Key Performance Indicators to measure team and staff performance.
- The implementation of stricter performance criteria, moving to a Pass/Fail methodology.
- The development of staff to work to agreed standards, deliver one-on-one coaching, and support customer service improvements on a continuous basis.

The implementation of this in-house program – led and delivered primarily by Customer Services – started in January 2022 and was fully operational as of 01 July 2022. Following feedback from staff on the framework, amendments to focus further on employee and customer needs were made, with the finalised framework going live in September 2022. This was paired with refresher training for all Customer Service Officers employed in the Contact Centre. Two Senior Customer Services Officer roles were also established, providing resources to implement the framework, monitor phone customer interactions, and provide coaching. With the framework fully implemented and resourced, it was transitioned to BAU for the team. The outcome of this project was therefore noted as Closed (Delivered).

OUTCOMES AND IMPACTS

Benefits resulting from this project included:

- An established quality management framework covering call monitoring, the tracking and comparison of performance on KPIs, one-on-one coaching, and individually tailored staff development plans,
- Customers are receiving the same, high level of customer experience, no matter which CSO communicates with the customer.

Overall results are noticeable within CSBA's Customer Experience rankings, which compare 51 Council Contact Centres across Australia on CX performance criteria. Over the course of the CSBA engagement and in-house program, our Contact Centre has improved their overall ranking from a low of 16th to a 4th place ranking two years in a row.

ONGOING WORK

The Quality Assurance framework continues to be delivered as part of BAU for Customer Services.

Contact Centre Structure Optimisation (IAP 15)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Contact Centre Structure Optimisation*" project addressed **IAP 15** – Review and optimise the Contact Centre Structure to ensure it represents best practice and best outcomes. The purpose of the review was to bring in an external organisation to assess, analyse and identify opportunities to uplift the capabilities within the Contact Centre to deliver high levels customer experience, business efficiency and contact centre excellence. After a discussion with AusContact (for the purposes of a recommendation), procurement was undertaken, and BBB Advisory was engaged to provide this service. An enquiry diagnostic was undertaken in the Contact Centre utilising both council and BBB Advisory observers in January 2023. A report was then drafted providing guidance and insight on how the Contact Centre's structure and work could be optimised. Thereafter, this project was noted as Closed (Delivered).

OUTCOMES AND IMPACTS

BBB Advisory have compiled a 90-page report covering a wide variety of learnings and recommendations to help the Contact Centre create excellence over the next 12 months. They have divided their recommendations into five main categories, which includes both quick wins and changes that will take a longer period to achieve.

Recommendation	Value to Business and Customer
Implement a Contact Centre Knowledge Management System	Decrease handling time Increase resolution rate and enquiry consistency Improve customer satisfaction Faster speed to competency (decreased training required)
Review 7 processes, practices, systems usage and authority levels to minimise call transfers and increase resolution: - Direct debit, pension discount and electronic delivery of rates notices - Change of address - Checking availability prior to transferring calls - Payments (integrate into Genesys) - Route Home Assist calls directly to Home Assist - Notes in systems - 'One best way' for copies of Rates Notices	Decrease call back workload across the business Improve conversation efficiency Improve enquiry resolution Decrease customer effort and emotion Create capacity (FTE)
Create a workforce management framework in Genesys for forecasting and rostering activities	Achieve service levels across all queues Improve CSO occupancy and equity of workload A planned approach to resource management
Introduce two new Operations Support roles, requiring a permanent increase in FTE	Improve resource management and CSO capability Improve consistency in customer conversations Faster speed to competency
Improve resource availability in sections where call transfers are required	Reduce workload Improve resolution rate

ONGOING WORK

With the report now disseminated throughout the organisation, resulting work will be delivered by the Customer Services team.

Strengthen CX Framework (IAP 16 + 17)

PROJECT SUMMARY & SCOPED OUTPUTS

The "*Strengthen CX Framework*" project addressed the following Actions:

- **IAP 16** - Adopt a Customer Service Policy and develop appropriate procedures.
- **IAP 17** - Develop a Customer Charter ensuring alignment with the Customer Service Policy, legislation and reflects our current organisation structure.

To commence this project, the CX team established a working group to determine if a Customer Charter or Customer Service policy was required for council. The group noted that Council did not have a Customer Charter. The previous Customer Service Charter only related to Libraries and Customer Services and was repealed in 2019, as it was incorporated into the current Customer Service Policy. The recommendation from the working group was that a review of the current Customer Service Policy should take place to align it to the Customer Experience (CX) Strategy and coincide with the creation of a separate Customer Charter.

Following significant engagement across the organisation, both the Customer Charter and revised Policy were drafted. The Customer Charter and Customer Services Policy were adopted at the Committee meeting on the 22 June 2023. The Charter was distributed across council, in a variety of formats, from 27 July 2023. As such, this project was noted as Closed (Delivered).

OUTCOMES AND IMPACTS

The Customer Charter provides an affirmation from council about our commitment to provide professional and seamless services to our community. It also sets expectations for the community when interacting with us.

The Customer Service Policy leans more into the CX philosophy while providing Council with a structured framework for consistent and transparent decision-making and actions and supports our commitment to providing quality service that is professional, efficient and effective. Changes to the policy supporting this include:

- Strengthening alignment to the CX Strategy by including the CX guiding principles (C.A.R.E.) and the five focus areas which will help to deliver on these principles.
- Removing all information relating to Council's commitments to its customers, complaints and managing unreasonable demands or conduct by customers, as this information is now included in the Customer Charter.
- Referencing the Customer Charter.
- Referencing internal and external customers under Scope and Roles and Responsibilities.
- Referencing the Unreasonable Customer Conduct Policy.

ONGOING WORK

The Customer Experience team will continue to take ownership of the Customer Charter, including its general distribution and iterative improvements based on community and organisational feedback.

CONCLUSION

This report outlined the outcomes of the *Immediate Action Plan* (IAP), the first phase of project delivery within the Customer Experience (CX) Strategy and associated Program of Work. Representing 17 Actions, 13 projects were undertaken by the Customer Experience, Digital Experience, and Customer Services teams, with assistance and contribution from across the organisation. As of September 2023, all IAP projects are now Closed, with 9 Delivered, 3 Transferred (1 to ICT and 2 to future CX work), and 1 noted as Do Not Proceed. These projects have had tangible positive impacts both for the organisation and the Ipswich community. This work also sets a strong foundation for further improvement as part of the next phase of the Program, the *Customer Experience Priorities*.

YEARS 1–3

Customer Experience Strategy

Ipswich City Council

[CX] FOCUS
GREAT EVERYDAY EXPERIENCES – EVERY DAY

City of Ipswich

MAYOR'S MESSAGE

Delivering world-class services means ensuring all customers – residents, visitors and businesses alike – have a positive experience with Ipswich City Council.

I am delighted to present the inaugural Customer Experience Strategy, our commitment to providing the best possible outcome in your interactions with Council staff and services. Whether you are enquiring about financial support for local traders, paying a bill or accessing a Council park or swimming pool, we know every interaction can have an impact on your day-to-day life. That's why we are equipping our team of more than 1,400 staff with the policy framework and resources they need to deliver great experiences, every day.

This document combines extensive research, consultation, and analysis as part of iFuture, our 20-year community vision. We have engaged with the people accessing Council services at every stage, recognising the importance of your voice in improving service delivery. Inside you will find the best-practice models, targets and next steps that shaped our four new principles – consistent, approachable, responsive, and efficient – and corresponding focus areas.

The Ipswich City Council Customer Experience Strategy is the next step in creating a resident-focused Council. I look forward to delivering on its principles in the years ahead.

Mayor Teresa Harding

IPSWICH IN NUMBERS

6.2 million
waste kerbside collections

1.1 million
library items borrowed
or downloaded

65,500
customer service
requests raised

170,000
contact centre calls

14,500
customer emails actioned

1,929 kms
council-maintained roads

400
parks and
219
nature reserves
maintained

360,000
rate assessments

36,700
animal registrations

1,215
development
applications lodged

1,166
businesses
license renewals

2

WHAT IS A CUSTOMER EXPERIENCE FOR AN IPSWICH CITY COUNCIL CUSTOMER?

Customer Experience (CX) is influenced by every interaction a customer, whether a resident, visitor or a business, has with the council.

CX is about expectations and experiences, past, present and future intentions, across every touchpoint.

| Moving to Ipswich | Calling the contact centre | Experiencing parks | Registering a pet | Making a planning enquiry | Paying rates | Visiting a library |

The benefits of getting CX right:

- ✔ Council will be viewed as a trusted and leading organisation
- ✔ Improve internal efficiencies in preparation for population growth
- ✔ Strengthen social licence by delivering on customer needs
- ✔ Pre-empt and meet evolving customer expectations
- ✔ Reduce costs to service through customer centric service design
- ✔ Increased customer understanding to enhance quality of life for communities
- ✔ Reducing the number of customer contacts and complaints
- ✔ Our people will feel valued, engaged, supported and empowered to deliver at their best
- ✔ Inform customer centric policy development

3

OUR CUSTOMER EXPERIENCE STRATEGY WILL HELP ICC

Ipswich City Council performs a number of functions...

SERVICE PROVIDER — **REGULATOR** — **POLICY MAKER**

YOUNG — **INSTITUTIONS** — **ATSI** — **FAMILIES** — **PLANNERS** — **RETIRED** — **BUSINESS**
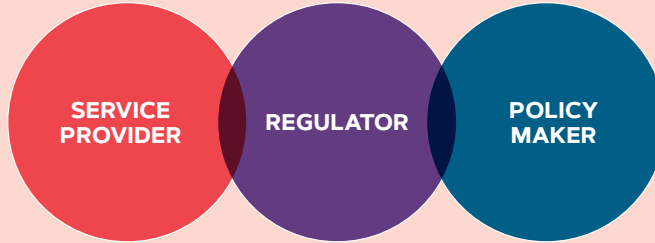
... and the customers we interact with are numerous and varied.

Over 1,400 of our people are responsible for the delivery of customer experience.

A unifying CX vision is the best way to be organised, optimally resourced and best equipped to succeed.

4

OUR CX VISION

"We listen, we care and we deliver great everyday experiences – every day"

All customers feel valued and trust that Ipswich City Council will consistently deliver great experiences.

6

OUR CX PRINCIPLES

C We will deliver **CONSISTENT** experiences across channels: by working as one team and meeting expectations every time.

A We will be **APPROACHABLE** by offering channels of customers' choice to deliver personalised and relevant experiences.

R We will be **RESPONSIVE** by taking a data-driven approach to deeply understand customers and proactively respond to their needs continuously.

E We will be **EFFICIENT** by being easy and simple to deal with using automated processes, digital services and getting it right the first time.

FIVE FOCUS AREAS TO DELIVER OUR VISION AND PRINCIPLES

CUSTOMER 1ST

LISTEN   **UNDERSTAND**   **DESIGN**   **COMMUNICATE**   **EMPOWER**

These five are identified as key focus areas for the council to improve customer experience today and to ensure the council is set-up to continuously improve on an ongoing basis.

We will put customers at the centre every step of the way.

City-wide consultation will support the strategic direction of the strategy for years 2 and 3.

7

CUSTOMER 1ST

LISTEN

Listening fosters connection, understanding and enables us to learn from both our internal and external customers. Paying close attention and having good awareness is critical to understanding customers behaviours, needs and frustrations helping to prioritise improvements in customer journeys.

PROGRAM PRIORITIES

1. **Voice of the Customer Program** – establish a framework for collecting customer insights across various touch points, journeys and at moments that really matter to our customer. We will engage with the community to understand our customer's needs.

2. **Our people will have access to customer insights** – all Branches and Sections have access to customer insights and proactively use as both a coaching tool and to inform design improvement solutions.

3. **Learn and act based on insights** – set up a robust process to close the loop with customers at a tactical level and to use insights strategically to re-design future experiences.

4. **Community Engagement** – city wide consultation will be performed to inform the Customer Experience roadmap for years two and three.

HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ Customers will be able to give feedback easily on key services, interactions and journeys.
- ✓ Number of contacts made to close the loop with customers increases.
- ✓ Our people will be using customer insights to inform an ongoing improvement plan.
- ✓ Insights are used to inform design of improved customer experiences.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will be confident feedback will be heard and acted upon.
- ✓ **Our People** – leaders and teams will put the customer at the centre of solutions, giving confidence to both, that decisions and outcomes will always benefit the customer.
- ✓ **Process** – clear and standardised processes will be used to collect insights. This will inform and support a high standard of service design improvement solutions.
- ✓ **Technology** – a single listening tool that manages and leverages all customer insights.

8

Item 5 / Attachment 4.

ROADMAP FOR LISTEN
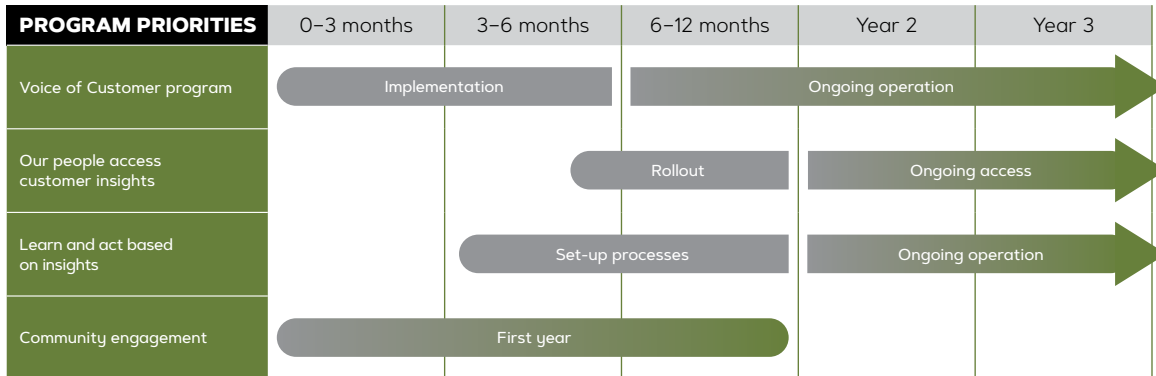
PROGRAM PRIORITIES	0–3 months	3–6 months	6–12 months	Year 2	Year 3
Voice of Customer program	Implementation		Ongoing operation		
Our people access customer insights			Rollout	Ongoing access	
Learn and act based on insights		Set-up processes		Ongoing operation	
Community engagement	First year				

SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Digital Services	Information and Communications Technology Branch
Engagement	Communications and Engagement Branch
Organisational Development	People and Culture Branch

THE FUTURE OF 'LISTEN'

After we implement the program priorities we will hear...

... customers saying:

THIS WAS SO MUCH EASIER THAN LAST TIME.

... employees saying:

IT'S GREAT SEEING POSITIVE OUTCOMES FOR CUSTOMERS AND OURSELVES WITH THE RECENT CHANGES THAT HAVE BEEN MADE.

9

CUSTOMER 1ST

UNDERSTAND

Remember customer information, needs, and interactions to deliver 'relevant' and 'personalised' experiences to each customer.

PROGRAM PRIORITIES

1. **Review customer information systems** – inform and support the iVolve project by identifying opportunities and recommending outcomes that supports customer understanding.

2. **Customer segmentation** – understand the needs of different customer segments to inform future customer journeys during design workshops.

3. **Organisation wide system** – inform and support the iVolve project in the implementing of an organisation wide system to provide a single comprehensive view of each customer with a data-driven approach to personalise experiences.

HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ The outcomes of the iVolve project delivers outcomes that support customer understanding.
- ✓ Improvements in First Contact Resolution and Satisfaction results.
- ✓ Teams will have access to relevant customer information irrespective of where they work in council.
- ✓ Fewer handovers and efficient processes that make it easier to serve the customer and reduce resolution times.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will see more personalised interactions, be offered relevant information and services based on their individual needs.
- ✓ **Our People** – teams will find it easy to serve the customer, with access to the relevant customer data required to understand their needs in one place and be able to respond accordingly.
- ✓ **Process** – will be streamlined with clarity around how customer data will be stored, used and leveraged.
- ✓ **Technology** – existing technology will be utilised to its potential. The iVolve Project will be informed and supported to establish an organisation-wide system to support long-term transformation in understanding our customers.

10

Item 5 / Attachment 4.

ROADMAP FOR UNDERSTAND
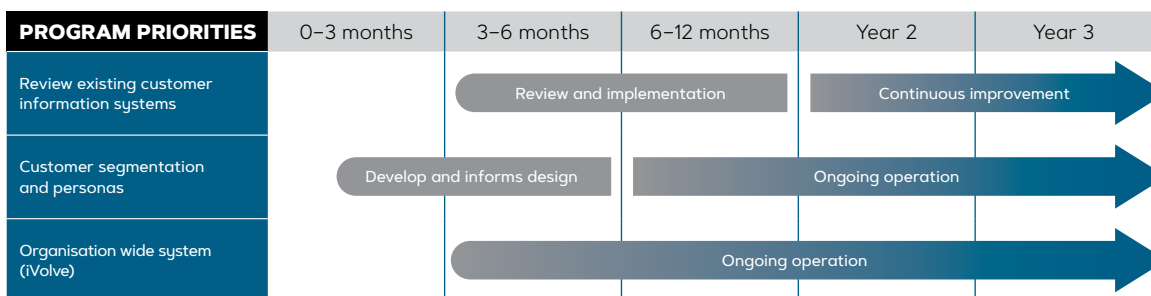
PROGRAM PRIORITIES	0–3 months	3–6 months	6–12 months	Year 2	Year 3
Review existing customer information systems		Review and implementation		Continuous improvement	
Customer segmentation and personas	Develop and informs design		Ongoing operation		
Organisation wide system (iVolve)		Ongoing operation			

SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
iVolve Project	Performance Branch
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch

THE FUTURE OF 'UNDERSTAND'

After we implement the program priorities we will hear...

... customers saying:

IT WAS SO REFRESHING - COUNCIL KNEW EXACTLY WHO I WAS WHEN I CALLED TODAY. THEY EVEN PROVIDED AN UPDATE ON A PREVIOUS REQUEST WITHOUT ME ASKING.

... employees saying:

I FEEL SO MUCH MORE POSITIVE COMING TO WORK NOW, IT FEELS LIKE THE CUSTOMERS REALLY APPRECIATE WHAT WE DO.

11

CUSTOMER 1ST

DESIGN

Design experiences that are seamless and consistent regardless of the teams involved or the channels used by the customer.

PROGRAM PRIORITIES

1. **Map current and ideal customer journeys** – identify key customer journeys and map current state from a customer's perspective. This will help us gain insights into the Moments of Truth, Pain Points and the customer's needs across the end to end experience when designing the solutions.

2. **Design seamless consistent experiences across engagement channels** – customer journeys will be designed across various service layers and channels. The current engagement channels will be reviewed as part of this process and consistent and effective standards of communication will be established.

HOW WILL WE KNOW WE ARE IMPROVING?

✓ Customers will not have to repeat themselves regardless of which channel or service they access.

✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.

✓ Teams will have access to relevant customer information no matter where they work across the organisation.

IMPACT THIS WILL HAVE

✓ **Customers** – will choose the way they want to contact council and receive consistent responses and resolution.

✓ **Our People** – teams will find it easy to serve the customer, with improved processes and consistent communication.

✓ **Process** – will have clear standards and align with our customers needs.

✓ **Technology** – a single consistent application will be used on an ongoing basis to map end to end journeys across different service layers.

12

ROADMAP FOR DESIGN
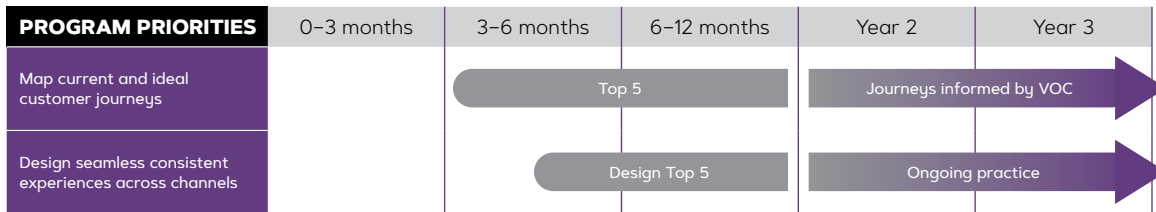
PROGRAM PRIORITIES	0–3 months	3–6 months	6–12 months	Year 2	Year 3
Map current and ideal customer journeys		Top 5		Journeys informed by VOC	
Design seamless consistent experiences across channels			Design Top 5	Ongoing practice	

SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Relevant subject business area	All
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch
Program Management Office	Performance Branch

THE FUTURE OF 'DESIGN'

After we implement the program priorities we will hear...

… customers saying:

IT USED TO BE SO PAINFUL DEALING WITH COUNCIL, THERE WERE DIFFERENT WAYS TO DEAL WITH THE SAME THING DEPENDING ON WHO YOU TALKED TO. NOW IT'S ALL STREAMLINED AND ORGANISED.

… employees saying:

I AM NO LONGER WORRIED ABOUT PROVIDING INFORMATION. I FEEL CONFIDENT ADVISING CUSTOMERS OF A PROCESS KNOWING IT WILL BE THE SAME REGARDLESS OF WHO THEY TALK TO.

13

Item 5 / Attachment 4.

CUSTOMER 1ST

COMMUNICATE

Make effective customer engagement a priority by improving the way we communicate and setting clear expectations so customers are informed and have confidence in council.

PROGRAM PRIORITIES

1. **Establish and share service categories, standards and principles** – we will share our Service Catalogue, including service standards where they apply, with our customers and teams to assist setting expectations for delivery.

2. **Content review** – Immediately review content and communication across multiple channels for our key services to ensure we communicate consistent, accurate information to both customers and our people.

3. **Implement proactive communication** – Establish proactive communication so customers are informed about the process, next steps and outcomes relevant to their request.

HOW WILL WE KNOW WE ARE IMPROVING?

✔ There will be a reduced number of avoidable contacts.

✔ Customers will not contact us to follow up on previous request.

✔ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.

✔ Reduced customer effort.

IMPACT THIS WILL HAVE

✔ **Customers** – will be informed of services we provide, will receive timely updates on requests, and will know where to find relevant, accurate, and consistent information when required.

✔ **Our People** – will have clarity around agreed service standards and understand that communicating proactively with customers is a priority.

✔ **Process** – there will be clear and consistent processes to review and update content, and to ensure proactive and effective communication.

✔ **Technology** – current systems will be optimised for most effective communication.

14

Item 5 / Attachment 4.

ROADMAP FOR COMMUNICATE
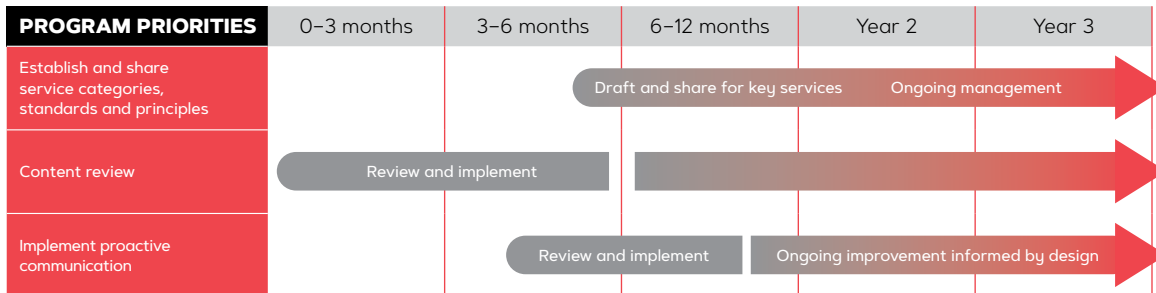
PROGRAM PRIORITIES	0–3 months	3–6 months	6–12 months	Year 2	Year 3
Establish and share service categories, standards and principles			Draft and share for key services	Ongoing management	
Content review	Review and implement				
Implement proactive communication		Review and implement	Ongoing improvement informed by design		

SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Financial Accounting	Finance Branch
Integrated Planning and Reporting	Performance Branch
Media and Communications	Communications and Engagement Branch
Digital Services	Information and Communications Technology Branch
Operations	Information and Communications Technology Branch
Relevant subject business area	All

THE FUTURE OF 'COMMUNICATE'

After we implement the program priorities we will hear...

… customers saying:

IT IS A WELCOMED CHANGE TO BE RECEIVING REGULAR UPDATES FROM COUNCIL. BEFORE, I HAD TO INITIATE MY OWN FOLLOW UP, WHICH WAS FRUSTRATING.

… employees saying:

IT'S SO NICE KNOWING THAT ALL OF COUNCIL ARE NOW FOCUSED ON THE CUSTOMER AND NOT JUST LEAVING IT TO THE FRONT-FACING TEAMS.

15
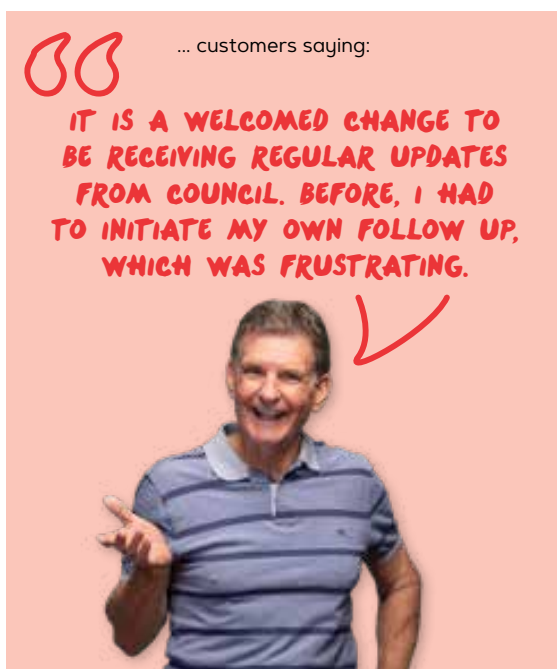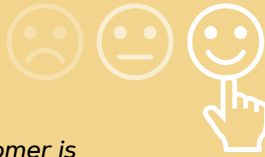
CUSTOMER 1ST

EMPOWER

To ensure the customer is the focus across all areas of the organisation, our people will understand their direct impact on customers. Empower every employee to make every moment matter.

PROGRAM PRIORITIES

1. **Employee development program** – Introduce Employee CX Development as part of 'onboarding' with a goal that every employee understands that their decisions impact our customers.

2. **Employee experience program** – Implement an employee experience program to monitor and manage employee experience in order to build a customer-centric culture. Employee experience drives customer experience.

3. **Develop governance to ensure accountability across council** – Co-design measures and standards across each business unit to create accountability and empowerment to improve customer experience.

4. **CX program support** – The CX program will be supported by the Executive Leadership Team and a cross organisation working group will be established to drive the program of work.

5. **Collaboration across business units** – Cross functional teams established to solve customer problems and to focus on continuously improving CX.

6. **CX Maturity Review** – A review of councils CX maturity will be undertaken on an annual basis to assess progress in embedding and empowering the customer focus in the organisation.

HOW WILL WE KNOW WE ARE IMPROVING?

- ✔ Improved employee experience measures.
- ✔ All people, including those who are not customer facing, will have customer focused goals.
- ✔ Established processes in place for cross department collaboration.
- ✔ Our people will see and hear support from the Leadership Team.
- ✔ CX Maturity will move from 'foundation' level to 'practised' then 'leading'.

IMPACT THIS WILL HAVE

- ✔ **Customers** – will experience our CX Vision and principles when they connect with council.
- ✔ **Our People** – will feel more in control, informed and confident they are supporting our customers experience.
- ✔ **Process** – there will be clear and consistent processes to support cross-collaboration.
- ✔ **Technology** – explore and identify effective systems to support our people making informed decisions and taking customer centric actions.

16

Item 5 / Attachment 4.

ROADMAP FOR EMPOWER
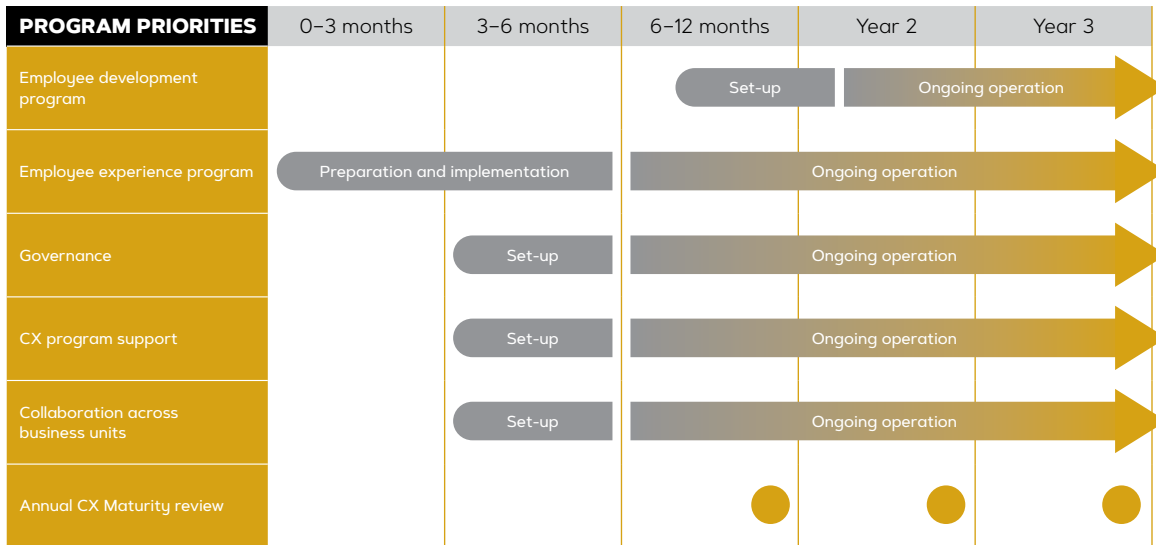
PROGRAM PRIORITIES	0–3 months	3–6 months	6–12 months	Year 2	Year 3
Employee development program			Set-up	Ongoing operation	
Employee experience program	Preparation and implementation		Ongoing operation		
Governance		Set-up	Ongoing operation		
CX program support		Set-up	Ongoing operation		
Collaboration across business units		Set-up	Ongoing operation		
Annual CX Maturity review			●	●	●

SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Organisational Development	People and Culture Branch
Executive Leadership Team	Ipswich City Council
Program Management Office	Performance Branch
Relevant subject business area	All

THE FUTURE OF 'EMPOWER'

After we implement the program priorities we will hear...
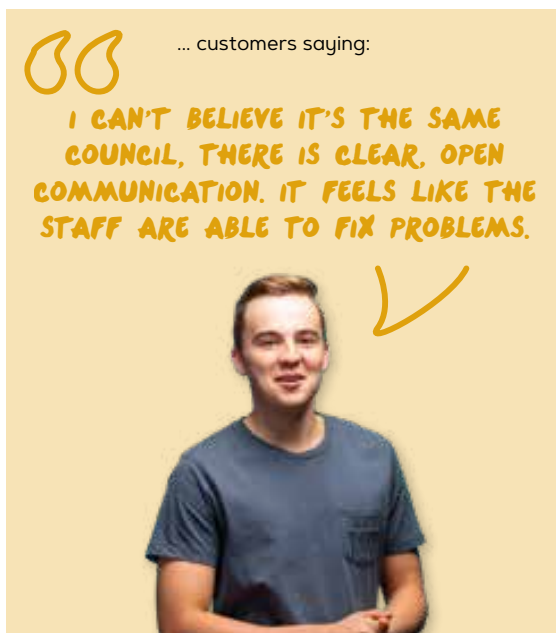
... customers saying:

" I CAN'T BELIEVE IT'S THE SAME COUNCIL, THERE IS CLEAR, OPEN COMMUNICATION. IT FEELS LIKE THE STAFF ARE ABLE TO FIX PROBLEMS.

... employees saying:

" I FEEL VALUED AND SEEN. THE SUPPORT FROM THE LEADERSHIP TEAM IS APPRECIATED AND REALLY BOOSTS MORALE.

17

Item 5 / Attachment 4.
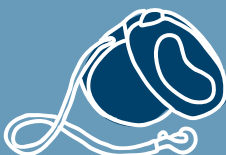
HOW WILL WE MEASURE CX IMPROVEMENT?

The three measures which will collectively help ICC measure Customer Experience and track our progress will be:

MEASURING CX

NET PROMOTER SCORE (NPS):
Strategic measure if customers recommend Ipswich as a place to live and work based on their experience

CUSTOMER SATISFACTION (CSAT):
To determine how the service provided by ICC meet Customer Expectations

CUSTOMER EFFORT SCORE (CES):
To measure the ease of service experienced with ICC

CX OVERVIEW

CX VISION

We listen, we care, we deliver great everyday experiences – every day

CX PRINCIPLES: CUSTOMER WILL FIND ICC TO BE:

Consistent » Approachable » Responsive » Efficient

TO DELIVER ON OUR VISION AND PRINCIPLES WE WILL FOCUS ON THESE AREAS

Listen » Understand » Design » Communicate » Empower

BY DELIVERING ON CX STRATEGY OUR PEOPLE WILL FEEL

Engaged » Sense of belonging » Clarity » Pride

WE WILL KNOW WE IMPROVED BY MEASURING

NPS Score » Customer Satisfaction » Customer Effort

19

20

iFUTURE: CORPORATE PLAN

The Customer Experience Strategy is a catalyst project in the iFuture: Corporate Plan for 2021–2026

HORIZON 1 COMMUNITY VISION

Community Vision
2041 Vision statements and themes

HORIZON 2: CORPORATE STRATEGY

iFuture: Corporate Plan
2021–2026

THEME 1
Vibrant and growing

THEME 2
Safe, inclusive and creative

THEME 3
Natural and sustainable

THEME 4
A trusted and leading organisation

Customer Experience (CX) is influenced by every interaction a customer, whether a resident, visitor or a business, has with council.

A Catalyst Project – 2021–2026
Customer Experience Strategy

HORIZON 3: OPERATIONAL PLANNING

Customer first program priorities

LISTEN

UNDERSTAND

DESIGN

COMMUNICATE

EMPOWER

Community Engagement to inform program priorities for years two and three

Customer Experience Change and Communication Program

Customer Experience Implementation Plan

Customer Experience Governance

Customer Experience Measure and Monitor

21

NEXT STEPS

- A detailed implementation plan will now be drafted to support the CX Strategy.

- The Customer Experience and Customer Service Teams will support the CX vision by focussing on an Immediate Action Plan to support the uplift of council's Customer Service channel.

- City wide consultation will be designed with the Communication and Engagement Section to communicate the CX Strategy and seek feedback to inform the CX roadmap for years two and three.

- The Customer Experience team will work with the Project Management Office to ensure strong governance and structure is established to support the CX roadmap. This will enable the organisation to build a customer-centric culture that will become part of our DNA. Including:

  - leaders and teams from across the organisation understanding clear and defined ownership and responsibilities

  - accountability for every CX focus area will ultimately sit with one person

  - establishing a process to ensure every change initiative moving forward in the organisation assess the impact it will have on CX, encouraging cross functional collaboration.

- A change and communication plan be created to ensure the strategy is embedded in the organisation.

- CX metrics will commence being used for evidence and ongoing understanding on how we are tracking.

- Councillors and our people will be able to stay informed of our progress through regular reports and will be able to provide ongoing feedback.

23

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CUSTOMER 1ST

Immediate Action Plan

LISTEN

Listening fosters connection, understanding and enables us to learn from both our internal and external customers.

ACTIONS	TIMEFRAME
1. Implement mobile app to provide channel for improved incident reporting and customer feedback	3–6 mths
2. Provide all Branches and Sections with access to customer insights for coaching and service design	3–6 mths
3. Work with Council Liaison Officers to develop an updated customer request workflow with improved communication framework to build transparency and ownership for requests that have been raised directly with Councillors	6–12 mths

UNDERSTAND

Remembering customer information, needs, and interactions to deliver 'relevant' and 'personalised' experiences to each customer.

ACTIONS	TIMEFRAME
1. Improve customer data quality (cleaning and validation of customer details)	3–4 mths
2. Customer Service to support and inform iVolve Business Case requirements regarding customers	3–6 mths
3. Build system integration between Contact Centre phone system (Genesys) and Customer request system (CES) to allow for personalised interactions based on previous engagements with council	6–9 mths

DESIGN

Ensure we always deliver seamless and consistent experiences. Designing experiences that will be consistent irrespective of the teams involved within council or the channels used by the customer.

ACTIONS	TIMEFRAME
1. Develop Customer Service Practice Guide with a goal to designing seamless consistent experiences across council	3–4 mths
2. Identify high volume simple transactions for priority automation to deliver efficiencies and increased grade of service	6–9 mths

COMMUNICATE

Make customer engagement a priority by improving the way we communicate and set clear expectations so customers are informed and have confidence in council.

ACTIONS	TIMEFRAME
1. Increase customer visibility on progress and status of service requests raised in CES / My Ipswich	1–3 mths
2. Increase the efficacy of the 'report an issue' on council's website with the introduction of new incident reporting capability and automation	3–6 mths
3. Provide customers with specific information on the closure of their requests in CES / My Ipswich	6–9 mths
4. Establish standard council wide approach to communicating and engaging with customers in relation to their requests	6–9 mths

EMPOWER

Ensure the customer is the focus across all areas of the organisation, every employee understands their direct impact on those customers. Empower every employee to make every moment matter.

ACTIONS	TIMEFRAME
1. Activate internal campaign to increase understanding of the Customer Contact function	1–3 mths
2. Establish in house quality assurance testing with Customer Contact Centre enabling continuous improvement in customer service.	6 mths
3. Review and optimise the Contact Centre Structure to ensure it represents best practice and best outcomes for customers	6 mths
4. Adopt a Customer Experience Policy and develop appropriate Procedures	9–12 mths
5. Develop a Customer Service Charter ensuring alignment with the Customer Experience Policy, legislation and reflects our current organisation structure	9–12 mths

LISTEN   UNDERSTAND   DESIGN   COMMUNICATE   EMPOWER

City of Ipswich