



**City of  
Ipswich**

## **AGENDA**

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### **COMMUNITY AND SPORT COMMITTEE**

Tuesday, 15 October 2024

10 minutes after the conclusion of the Finance and Governance Committee or  
such later time as determined by the preceding committee

Council Chambers, Level 8  
1 Nicholas Street, Ipswich

<b><u>MEMBERS OF THE COMMUNITY AND SPORT COMMITTEE</u></b>	
Councillor Jacob Madsen <b>(Chairperson)</b> Councillor Pye Augustine <b>(Deputy Chairperson)</b>	Mayor Teresa Harding Deputy Mayor Nicole Jonic Councillor Jim Madden Councillor Andrew Antonioli

## COMMUNITY AND SPORT COMMITTEE AGENDA

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\*\* Item includes confidential papers

**COMMUNITY AND SPORT COMMITTEE NO. 2024(05)**

**15 OCTOBER 2024**

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 AND SPORT COMMITTEE NO. 2024(04) OF 3 SEPTEMBER 2024**

**RECOMMENDATION**

That the minutes of the Community and Sport Committee held on 3 September 2024 be confirmed.

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**OFFICERS' REPORTS**

2. **COMMUNITY FUNDING AND SUPPORT ALLOCATIONS STATUS REPORT - 1 JULY TO 30 SEPTEMBER 2024**

This is a report concerning the allocation of Council's Community Funding and Support Program from 1 July to 30 September 2024.

In the three months from 1 July to 30 September 2024, Council approved 72 applications across 55 unique applicants, allocating a total of \$224,160.31 for a variety of community events and projects.

All successful applicants and projects are detailed in Attachment 1 and reported on the Transparency and Integrity Hub in accordance with Council's principle 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 2024 be received and the contents noted.

3. COMMUNITY AND CULTURAL SERVICES 2023-2024 REPORT CARD

Community and Cultural Services is a team focused on community, arts, sport, health, recreation, service support and activation, and sits within the department of Community, Cultural and Economic Development. Attachment 1 presents the annual Community and Cultural Services Report Card highlighting the goals, achievements and key deliverables for the 2023-2024 financial year. It clearly identifies the cohesive and collegiate approach undertaken by the diverse teams to deliver great outcomes for our community.

RECOMMENDATION

That the Community and Cultural Services 2023-2024 Report Card be received, and the contents noted.

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4. CUSTOMER EXPERIENCE REPORT - 01 JANUARY TO 30 SEPTEMBER 2024

This is a report providing an update on the progress of the Customer Experience (CX) program of work including the CX Strategy Implementation Plan.

RECOMMENDATION

- A. That the report of 01 January to 30 September 2024 concerning Council's Customer Experience Program of work be received and the contents noted.
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NOTICES OF MOTION

MATTERS ARISING



**COMMUNITY AND SPORT COMMITTEE NO. 2024(04)**

**3 SEPTEMBER 2024**

MINUTES

**COUNCILLORS' ATTENDANCE:**

Councillor Jacob Madsen (Chairperson); Councillors Pye Augustine (Deputy Chairperson), Mayor Teresa Harding, Deputy Mayor Nicole Jonic, Jim Madden and Andrew Antonioli

**COUNCILLOR'S APOLOGIES:**

Nil

**OFFICERS' ATTENDANCE:**

Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), General Manager Corporate Services (Matt Smith), General Manager Asset and Infrastructure Services (Matt Anderson), Chief Financial Officer (Jeff Keech), Chief of Staff – Office of the Mayor (Melissa Fitzgerald), Manager Marketing and Promotions (Carly Gregory), Manager Libraries and Customer Service (Samantha Chandler), Manager Community and Cultural Services (Don Stewart), Library Branch Services Manager (Gail Seeney), Library Branch Services Coordinator (Sharon Uthmann), Senior Media Officer (Darrell Giles), Coordinator Communications (Lucy Stone), Senior Communications and Policy Officer (Jodie Richter), Manager Media, Communications and Engagement (Mark Strong) and Theatre Technician (Harrison Cate)

**WELCOME TO COUNTRY OR ACKNOWLEDGEMENT OF COUNTRY**

Councillor Jacob Madsen (Chairperson) delivered the Acknowledgement of Country

**DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

Nil

**BUSINESS OUTSTANDING**

Nil

## **CONFIRMATION OF MINUTES**

1. CONFIRMATION OF MINUTES OF THE COMMUNITY AND SPORT COMMITTEE  
NO. 2024(03) OF 13 AUGUST 2024

### **RECOMMENDATION**

Moved by Councillor Pye Augustine:

Seconded by Deputy Mayor Nicole Jonic:

**That the minutes of the Community and Sport Committee held on 13 August  
2024 be confirmed.**

#### **AFFIRMATIVE**

Councillors:

Madsen

Augustine

Harding

Jonic

Madden

Antoniolli

#### **NEGATIVE**

Councillors:

Nil

The motion was put and carried.

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## **OFFICERS' REPORTS**

2. IPSWICH LIBRARIES SURVEY REPORT 2023-2024

This is a report concerning the Ipswich Libraries Survey 2023-2024 which provides a summary of the 1,464 responses from the community on council's library services with respondents rating their overall satisfaction with Ipswich Libraries during this period at 92%, up by 1% compared to the 2022-2023 survey.

Included in the report is a selection of comments. It is interesting to note that respondents indicated borrowing materials as the most important service provided by Ipswich Libraries followed closely by assistance from library staff and opening hours.

### **RECOMMENDATION**

Moved by Councillor Pye Augustine:

Seconded by Councillor Andrew Antoniolli:

**That the Ipswich Libraries Survey Report 2023-2024 be received and the  
contents noted.**



AFFIRMATIVE

Councillors:

Madsen

Augustine

Harding

Jonic

Madden

Antoniolli

NEGATIVE

Councillors:

Nil

The motion was put and carried.

NOTICES OF MOTION

3. NOTICE OF MOTION - ESTABLISHMENT OF LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE

This is a notice of motion submitted by Councillor Jacob Madsen concerning the establishment of a Libraries and Customer Services Advisory Committee.

Councillor Jacob Madsen gave notice of his intention to move the following motion at the Community and Sport Committee Meeting of 3 September 2024:

RECOMMENDATION

Moved by Councillor Jacob Madsen:  
Seconded by Deputy Mayor Nicole Jonic:

- A. That the Libraries and Customer Services Advisory Committee be established.
- B. That the membership of the Libraries and Customer Services Advisory Committee be appointed as follows:

CHAIRPERSON	DEPUTY CHAIRPERSON	MEMBERS

- C. That the Libraries and Customer Services Advisory Committee Terms of Reference as detailed in Attachment 1 be adopted, with the membership table amended to reflect Recommendation B.

Councillor Jacob Madsen (Chairperson) proposed that membership of the committee comprise the following:

CHAIRPERSON	DEPUTY CHAIRPERSON	MEMBERS
Councillor Jacob Madsen	Councillor Pye Augustine	Councillor Jim Madden Councillor Andrew Antoniolli Deputy Mayor Nicole Jonic

The seconder of the original motion agreed to the proposed membership.

RECOMMENDATION

Moved by Councillor Jacob Madsen:  
Seconded by Deputy Mayor Nicole Jonic:

- A. That the Libraries and Customer Services Advisory Committee be established.
- B. That the membership of the Libraries and Customer Services Advisory Committee be appointed as follows:

CHAIRPERSON	DEPUTY CHAIRPERSON	MEMBERS
Councillor Jacob Madsen	Councillor Pye Augustine	Councillor Jim Madden Councillor Andrew Antonioli Deputy Mayor Nicole Jonic

- C. That the Libraries and Customer Services Advisory Committee Terms of Reference as detailed in Attachment 1 be adopted, with the membership table amended to reflect Recommendation B.

AFFIRMATIVE  
Councillors:  
Madsen  
Augustine  
Jonic  
Madden  
Antonioli

NEGATIVE  
Councillors:  
Harding

The motion was put and carried.

4. NOTICE OF MOTION - ESTABLISHMENT OF SPORT AND RECREATION ADVISORY COMMITTEE

This is a notice of motion submitted by Councillor Jacob Madsen concerning the establishment of a Sport and Recreation Advisory Committee.

Councillor Jacob Madsen gave notice of his intention to move the following motion at the Community and Sport Committee Meeting of 3 September 2024:

RECOMMENDATION

Moved by Councillor Andrew Antonioli:  
Seconded by Deputy Mayor Nicole Jonic:

- A. That the Sport and Recreation Advisory Committee be established.

- B. That the membership of the Sport and Recreation Advisory Committee be appointed as follows:

CHAIRPERSON	DEPUTY CHAIRPERSON	MEMBERS

- C. That the Sport and Recreation Advisory Committee Terms of Reference as detailed in Attachment 1 be adopted, with the membership table amended to reflect recommendation B.

Councillor Jacob Madsen (Chairperson) proposed that membership of the committee comprise the following:

CHAIRPERSON	DEPUTY CHAIRPERSON	MEMBERS
Councillor Jacob Madsen	Councillor Pye Augustine	Councillor Andrew Antonioli Councillor Jim Madden Deputy Mayor Nicole Jonic

The mover and seconder of the original motion agreed to the proposed membership.

#### RECOMMENDATION

Moved by Councillor Andrew Antonioli:

Seconded by Deputy Mayor Nicole Jonic:

- A. **That the Sport and Recreation Advisory Committee be established.**
- B. **That the membership of the Sport and Recreation Advisory Committee be appointed as follows:**

CHAIRPERSON	DEPUTY CHAIRPERSON	MEMBERS
Councillor Jacob Madsen	Councillor Pye Augustine	Councillor Andrew Antonioli Councillor Jim Madden Deputy Mayor Nicole Jonic

- C. **That the Sport and Recreation Advisory Committee Terms of Reference as detailed in Attachment 1 be adopted, with the membership table amended to reflect recommendation B.**

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Madden

Antonioli

NEGATIVE

Councillors:

Harding

The motion was put and carried.

**MATTERS ARISING**

Nil

**PROCEDURAL MOTIONS AND FORMAL MATTERS**

The meeting commenced at 10.50 am.

The meeting closed at 11.24 am.

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Doc ID No: A10629405

ITEM: 2

SUBJECT: COMMUNITY FUNDING AND SUPPORT ALLOCATIONS STATUS REPORT - 1 JULY TO 30 SEPTEMBER 2024

AUTHOR: SENIOR COMMUNITY FUNDING OFFICER

DATE: 30 SEPTEMBER 2024

### **EXECUTIVE SUMMARY**

This is a report concerning the allocation of Council's Community Funding and Support Program from 1 July to 30 September 2024.

In the three months from 1 July to 30 September 2024, Council approved 72 applications across 55 unique applicants, allocating a total of \$224,160.31 for a variety of community events and projects.

All successful applicants and projects are detailed in Attachment 1 and reported on the Transparency and Integrity Hub in accordance with Council's principle 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 2024 be received and the contents noted.**

### **RELATED PARTIES**

- There were no declarations of conflicts of interest.

### **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 celebration

## 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 allocations through each of the available programs from 1 April to 30 June 2024.

<b>Civic and Ceremonial Events Funding</b>	
Funding up to \$10,000.00 and/or In-Kind Assistance	
Successful applications: 1	Total funds allocated: \$628.90
The approved application is for In-Kind Assistance for a Remembrance Day Commemorative Service at Redbank.	

<b>Community Events Funding</b> Funding up to \$5,000.00	
Successful applications: 18	Total funds allocated: \$46,521.93
Approved applications include sporting events, festivals, events showcasing interests and hobbies, and Seniors Week events.	

<b>Community Projects Funding</b> Funding up to \$15,000.00	
Total funds allocated: \$97,867.75	Total funds allocated: \$28,343.00
Approved applications include groundskeeping, sporting, and other equipment purchases, equipment sheds for sporting clubs, and feasibility and facility planning documents.	

<b>Councillor Discretionary Funds</b> Funding up to \$1,000.00 per Councillor	
Successful applications: 22	Total funds allocated: \$28,343.00
Funds were approved for a variety of events and projects such as equipment purchases, musicals, community events and celebrations, and mental health week programs.	

<b>In-Kind Assistance</b> In-Kind Assistance up to \$10,000.00	
Successful applications: 17	Total funds allocated: \$47,798.73
Applicants can apply for the provision of bins, toilets, and other equipment required to host events safely and comfortably. Events included various sports carnivals, various festivals and memorials.	

<b>Regional Arts Development Fund (RADF) Quick Response Funding</b> Funding up to \$1,500.00	
Successful applications: 2	Total funds allocated: \$3,000.00
Funding approved towards the professional development for artists whose artforms are performing and visual arts.	

In addition to funding allocated through the Community Funding and Support Programs two (2) Grant Writing Workshops were held on Wednesday 4 September and Saturday 7 September. There was a total of 37 attendees from 27 unique organisations / groups.

## 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.

A total of \$1,044,834.00 is contained within the Community Services Section 2024-2025 financial year budget for the provision of community funding.

## **COMMUNITY AND OTHER CONSULTATION**

Approval was provided to the Ipswich Knights Soccer Club by the General Manager, Asset and Infrastructure Services Department, as the delegated officer for Council responsible for providing landowners approval for the installation of a solar bore pump and water tank to irrigate the soccer fields located at 254 Brisbane Road, Bundamba.

The Manager, Community and Cultural Services was consulted as the delegated officer for Council responsible for providing landowners approval on the application from the Ipswich Netball Association, seeking approval for the construction of a new shed at the fields located at 30 Salisbury Road, Ipswich. Approval was provided.

## **CONCLUSION**


Council's Community Funding Team has processed 108 Community Funding and Support Program applications between 1 July to 30 September 2024. Of those applications, there has been \$224,160.31 in funding and support provided to 55 unique applicants, leaving a balance of \$820,673.69 for the remainder of the financial year.



## HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
<b>RECEIVE AND NOTE REPORT</b>
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 2024 <a href="#">↓</a> 
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Sarah Sheehy  
**SENIOR COMMUNITY FUNDING 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 APRIL TO 30 JUNE 2024			
Applicant	Project Title	Description	Amount Allocated (excl. GST)
Civic and Ceremonial Events Funding			
Returned & Services League of Australia (Queensland Branch) Redbank Sub Branch	Redbank Remembrance Day	In-Kind Assistance of Portable Toilets for the Remembrance Day Commemorative service being held at the Redbank Memorial Reserve Park. The Service will include a speech from a Defence Force representative, wreath laying, The Last Post, rouse, and a roll call for fallen veterans.	\$ 628.90
TOTAL			\$ 628.90
Community Events Funding			
Anglican Parish of Rosewood on behalf of the Marburg Community Carols Committee	Marburg Community Carols Evening	The Carols Evening will be held at the Marburg Community Park on Sunday, 15 December 2024. It consists of activities such as face painting, craft activities, entertainment, and a free sausage sizzle.	\$ 2,997.55
Brisbane South Toy Library	Pop-Up-Play in Queens Park	Three days of Pop-Up-Play will be held in the Queens Park Environmental Education Centre, 23 - 25 September 2024. The event aims to promote toy sustainability through donation and sharing toys through a toy library, gauge community interest in establishing their own toy library to benefit local and military families and the environment, and to offer children a different kind of play experience in the school holidays.	\$ 321.65
Community Cake	The Great Marburg Bake Off & Art show	This event, being held in various halls in Queen Street on Saturday, 28 September 2024, celebrates nostalgic pastimes such as baking, art and craft while bringing together locals and visitors. The Bake Off has evolved in response to community feedback and now includes an art competition 'Let them ART cake' where entrants can express their love of the humble cake in a visual medium.	\$ 3,943.70
Cuppa PLUS	Ipswich Seniors Expo 2024	The Expo on Wednesday, 23 October 2024 at the Ipswich Showgrounds, is to celebrate Seniors Month and will include entertainment by a local kindergarten and a local duo, opportunities for socialising, workshops, giveaways, morning tea and lunch available from local community groups, and an information session from the University of Southern Queensland West Moreton Care Collaborative. There will be around 50 local specialist providing useful Seniors information, including financial, health, legal, housing and Aged Care Packages.	\$ 5,000.00
Goodna Community Association	Goodna Jacaranda Festival	Held annually since 1967, the festival will be held at Evan Marginson Park, 25 - 27 October 2024, and offers an array of entertainment including a Local Talent Quest, Local Schools Program and a Battle of the Bands, shopping and food options, a "Sideshow Alley", and a Fireworks display on the Friday and Saturday evenings.	\$ 5,000.00
Greater Springfield Indian Association	GSIA Dandiya Night 2024	This vibrant and culturally enriching Dandiya Night is to celebrate the traditional Indian dance form known as Dandiya Raas. It is being held at Robelle Domain on Saturday, 12 October 2024, and will bring together the community for a night of fun, music, dance, and cultural exchange.	\$ 2,500.00
HeartKids	Two Feet and a Heartbeat	This annual walk in support of children and families affected by Childhood Heart Disease, will be held at Robelle Domain on Sunday, 13 October 2024. HeartKids will be holding a walk in all major capital cities and 31 regional locations on the same day and time. There will also be arts and crafts activities, and a face painter.	\$ 600.00
Ipswich Historical Society	Back in Time Heritage Fun Day	Celebrating the heritage of Ipswich on Sunday, 22 September 2024 by presenting historically focused displays and activities such as blacksmithing, horse drawn vehicles, historical motorcycles, coal mining and Mines Rescue, as well as olden day games, making collage pictures and Dolly peg creations for children. The day will also include talking with visitors about family history and traditional skills, a trackless train ride, bush band music and dancing, and Mr. Magic's show as well as a possible Vintage car display, a Clydesdale horse and many other museum displays.	\$ 1,900.00
Ipswich Malayali Association	Onanilav 2024	Onanilav is the event title given to the harvest festival of Kerala which is known as Onam and is celebrated by all the Malayalis throughout the world. The event will be held at the Ripley Valley State Secondary College on Saturday, 21 September 2024 and will include traditional dances and musical performances, a live drum performance, native sports activities and a lunch served in banana leaves with lots of curries and Payasam (a sweet desert).	\$ 2,310.00
Marburg and District Residents' Association	Black Snake Creek Festival	The festival is being held at Marburg Community Park on Saturday, 21 September 2024, and will have entertainment, an art show and competition, and a community challenge.	\$ 2,935.00
Raceview Congregational Fellowship	2024 Christmas Carols under the Big Tree	This popular Christmas event held under the big fig tree on Wildey Street on Sunday, 1 December 2024 includes traditional Christmas carols sung in a traditional way with the Bundamba Salvation Army Band, Cambrian Choir, Raceview State School and the Raceview Congregational Kindergarten.	\$ 5,000.00
Renegade Bowmen	2024 ABA State Titles	The Renegade Bowmen is hosting the annual 2024 ABA State Titles on Saturday 5 to Sunday 6 October 2024. The weekend will include all age groups from as young as 4 up to people in their seventies competing during the weekend.	\$ 2,059.40
Rosewood Baptist Church	Free Family Fun Evening October 31	A free family fun evening on Thursday, 31 October 2024, which will provide entertainment, a limping castle and inflatable obstacle course, food, and traditional Halloween activities.	\$ 1,418.18
Shiloh Christian Family Centre	Dreamers Festival	The Dreamers Festival is a free 3-night community event, 11 - 13 October 2024, for the young people of Ipswich and will consist of guest music artist/s and/or bands, and guest speakers. The Dreamers Drop-In is a safe space for young people to talk through all things well-being with the hopes of resourcing them to connect with professional services with the help of SU QLD Chaplains & resources from Headspace. The Dreamers Festival Zone has sports and gaming competitions, food trucks, inflatables and chill zones.	\$ 4,545.45
Springfield Lakes Nature Care	Great Southern Bioblitz 2024	This event will be held 20 - 23 September 2024 in the Opossum Creek Catchment area and will include a nocturnal survey and a nature walk to document wildlife, a Waterbug Blitz to analyse the water quality, a moth night talk to show how to set up mothlight traps, a nature walk observing plants & weeds, a short talk about the importance of bats as pollinators, a Frogging Foray to help participants find & identify frog calls, a Birdwalk to help identify bird species and bird calls, a Koala Walk & Talk to educate residents about how to identify a sick or injured koala, and a display about hollow trees & the importance of old growth trees in providing hollows for birds.	\$ 1,541.00
Springfield Malayalee Association	SMA Badminton Tournament	The tournament will be held at the YMCA Springfield Central Community Centre on Saturday, 21 September 2024. There will be 25 - 30 games across multiple courts during the day with cash prizes and trophies for the winners and runners up. Free refreshments will also be provided.	\$ 1,100.00
The Corporation of the Synod of the Diocese of Brisbane - St Andrew's Springfield Anglican Church	Carnival of Light	On Saturday, 26 October 2024, this safe and fun alternative to trick or treating night will consist of traditional carnival games, a jumping castle and obstacle courses, a petting zoo and face painting.	\$ 1,500.00
The Scout Association of Australia Queensland Branch Inc - Moreton Region	Moreton Region Scouts - Limestone Revue Auslan Interpreter	This year's performance is Disney's Little Mermaid, at the Ipswich State High School, 26 - 28 September 2024 and includes 4 performances that are open to the public to attend. The cast is entirely made up of the young people of Scouting and Guiding with the aim of developing their skills and abilities in the creative arts. Typically, these will include, singing, dance, stagecraft and voice projection. Some are also learning the technical aspect of theatre including sound and lighting stage and set design. The Saturday matinee will be an Auslan interpreted performance.	\$ 1,850.00
TOTAL			\$ 46,521.93
Community Projects Funding			
Blackstone United FC	Storage Shed for Blackstone FC Training and Maintenance Equipment	The purchase and installation of a new 3-bay shed will assist in the storage required for training equipment, field maintenance equipment and the portable canteen.	\$ 15,000.00
Cricket Ipswich	Covers/Balls/Shades	The purchase of growth mats to protect the wicket blocks during winter, especially from frost, thus limiting the possibility for the grass on the wickets to be killed off. Growth mats also add more heat back onto the wicket during winter and aid it in growth and grass seed germination. The material is UV treated, rot and mildew resistant and does not wear in sunlight, ensuring years use. This will result in us ensuring that a greater level of participation is available at the facility all year round for multiple users.	\$ 4,725.00
Goodna & Districts Gymnastics Club	Advancing Gymnastics in Ipswich through strategic planning for facilities.	The project involves the facilitation of facility planning and implementation workshops to inform a proposal when looking for suitable sites and facilities for the growing club.	\$ 4,402.21
Ipswich Basketball Association	Proposed Indoor Sports Venue - feasibility study	Funds will be used to produce a feasibility study for a proposed multi-sport indoor sports facility for the Ipswich Community. Concept plans have been completed, along with flood and road studies. All levels of government have been engaged and presented this project. The feasibility study is required so that it can be presented to the Queensland Government for funding.	\$ 15,000.00
Ipswich Knights Soccer Club	Install a solar bore pump to irrigate fields	The project is the installation of Irrigation Solar bore pump and associated equipment to irrigate the soccer fields. The tank will be connected to the existing tank and pump allowing all fields to be fully irrigated.	\$ 15,000.00
Ipswich Netball Association	Ipswich Netball Assoc. Club Shed	The purchase and installation of a new shed, complete with a concrete slab, secure cages, lighting and drainage will allow for the safe onsite storage of equipment, uniforms, and tents of the numerous clubs and teams. The onsite storage will reduce the need for off-site storage and mitigate the risk of loss during severe weather events. Additionally, centralised storage will streamline equipment handover between club members, enhancing operational efficiency and member satisfaction.	\$ 15,000.00
Ipswich Woodcrafts Club	Landscaping equipment purchase	The purchase of a rider mower, brushcutter, and backpack sprayer are required to maintain the grounds of the leased facility.	\$ 7,227.92
Old Oztag	Increasing safe Oztag participation in Springfield	Additional and replacement equipment will ensure Springfield Oztag can continue to deliver safe, effective game play, player development and supporter participation. This project includes the purchase of Field Banners, field markers, Senior and Junior Footballs, Bollards, Development Kits, and Tags. This equipment will also be used to expand the active outdoor sporting pursuit with quality equipment for more players and more teams on more evenings of the week.	\$ 3,796.00
Redbank Summerholm Silent Flyers	Purchase and install two vandal resistant work benches	Funds will be used to install two heavy duty, vandal resistant benches with steel legs bolted to the concrete slab. These benches are for the assembly and adjustment of model aircraft and will make the sport at Springfield much more enjoyable.	\$ 3,000.00
South East Redbacks	Groundsman Equipment Upgrade	The purchase of a new roller to replace the broken one is essential for preparing the wickets each week, ensuring they meet the standards required for hosting cricket games. Ensuring high-quality wickets will not only support the club members but also attract more field bookings, generating additional revenue for the club.	\$ 7,990.00
The Scout Association of Australia Queensland Branch Inc - Moreton Region	Moreton Region Scouts - Portable Shade Marquees	Moreton Region Scouts support the delivery of the Scouting Program to 500 young people in the Ipswich City area. The Program is often delivered outdoors, and key elements of the Scouting Method include Learning by Doing, and Nature and the Outdoors. To facilitate this, the provision of sun safe shelter where natural shade is not available is essential. The marquees will also be used at many events, camps and fundraising activities each year.	\$ 6,161.82
Whitehill Sports Club	POS Device Tablet	The purchase of an IT device Tablet/ iPad will be utilised to complete administration functions, as well as being a portable point of sale (POS) device canteen operations.	\$ 564.80
TOTAL			\$ 97,867.75
Councillor Discretionary Funds			
Animal Welfare League of Queensland	Dog Enrichment Equipment to Increase Volunteer Engagement	Enrichment equipment (toys and puzzle feeders) for the dogs awaiting adoption at the AWLQ Ipswich Rehoming Centre will be used in daily activities to stimulate the dogs mentally and physically, reducing stress and boredom. Activities will include supervised play sessions, individual puzzle-solving time, and structured enrichment exercises designed by the team to cater to each dog's unique needs and provides an opportunity to increase volunteer engagement with the dogs.	\$ 1,000.00
Blackstone United FC	Field Lighting Upgrade	The club is upgrading its old out of date field lighting with LED lights to ensure night games can once again be played at the field.	\$ 500.00
Catalyst Care	Brighter Brassall Clean-Up and Community Group Start-Up	Brighter Brassall will be running monthly clean-up walks including a BBQ Breakfast for participants. With a mission to make Brassall more clean, kind and connected, community members are encouraged to mow a neighbour's lawn, pick up rubbish when out and about, and participate in a community group.	\$ 400.00
Cricket Ipswich	iPads	The iPads will be used by the volunteers to score the various matches. Currently a manual scorebook is used but moving to electronic scoring will make the task easier.	\$ 750.00
EACH	National Aboriginal and Torres Strait Islander Children's Day Celebration	A free, inclusive day for children and families will be held Monday, 5 August 2024 and will have free activities, such as traditional games, face painting, jumping castle, arts and crafts, performances, and a quiet sensory space, as well as stalls from First Nation organisations: Kambu Health, Kumarra, Play Matters, IUJH, Ipswich City Council, Mission Australia and EACH. The stalls will provide resources and information about local services for families.	\$ 450.00
eWaste Connection	Open Day - Sustainable Ipswich 2024	The Open Day will be part of Sustainable Ipswich 2024 and will be held on Saturday, 12 October 2024 onsite at North Booval. The day will offer people an opportunity to have a go at dismantling e-waste, raise awareness in the community about what the organisation does, promote donation of unwanted items, and encourage people to get involved with the program as a volunteer or NDIS participant. There will be live music, catering, face painting, information, and opportunities to drop off e-waste and to pull it apart.	\$ 870.00
Friends of Lakes Cultural Association	Ponnonam 2024	This event will be held on Saturday, 31 August 2024 at Silkstone State School as part of the traditional ONAM Celebration and will include arts performances such as skits, songs, folks dances, and children's dances followed by Ona Sadya (a traditional dinner).	\$ 1,250.00
Grandchester Model Live Steam Association	Upgrade Public Address System	The public address system is no longer functional and requires upgrading. This system will be used to advise visitors on activities happening during their visit such as availability of food orders from the canteen, presentation of trophies or awards during special events, speeches from invited guests during special events, and any health and safety concerns that might arise.	\$ 1,000.00
Ipswich Knights Soccer Club	Purchase Field Line Marking Machine	This equipment will ensure that the fields meet the required standards for training and matchdays, enhancing both the player and spectator experience.	\$ 2,100.00
Ipswich Musical Theatre Company	Guys and Dolls (The Musical)	This year's production will have 5 shows at the Ipswich Civic Centre on Saturday 7, Sunday 8, Friday 13, Saturday 14, and Sunday 15 September 2024. The Company aims to involve local actors, directors, choreographers, wardrobe and stage crew to further their expertise through the development of skills and knowledge, for the benefit of future productions that communities can enjoy.	\$ 4,350.00
Ipswich Netball Association	Installation of Water Stations	The Club will install additional water stations and modify the existing water bubbler at Limestone Park netball courts to enhance access to drinking water for netball and the broader Ipswich community who utilise the courts throughout the year for sport and other recreational activities.	\$ 2,000.00
Ipswich Softball Association	Ipswich Open Men's Representative Team	Funding will go towards the costs of accommodation for the Ipswich Open Men to attend the State Championships in Redlands in October 2024.	\$ 2,000.00
Kookaburra Caravan Club of Ipswich	50th Anniversary Function	The function will be held at the Ipswich Events Centre, Ipswich Showgrounds, on Saturday, 19 October 2024 to celebrate the club's 50th anniversary. Past members as well as current members are invited to attend, with 2 of the Founding Members attending and cutting the cake.	\$ 500.00

Applicant	Project Title	Description	Amount Allocated (excl. GST)
Marburg and District A and I Association	Wireless PA System for dance classes	The rechargeable, wireless PA system with MP3 player will be used to teach old time, new vogue and rock and roll dancing lessons, before the dances at the Marburg Show Hall 4 times a month, as well as running Children's dance classes, through the week and on school holidays. It will also be used for other events such as the Marburg Show, the Christmas Carnival, the Garden Expo, and for schools or community groups hiring the hall.	\$ 850.00
Redbank Plains Bears JRLFC	RBP Bears Multicultural Day 2024	RBP Bears are hosting a Multicultural Day on Saturday, 20 July 2024. Junior and senior teams from U6 to Agrade will play, while also showcasing the vibrant cultures through food and cultural song and dance throughout the day.	\$ 1,700.00
Renegade Bowmen	Entrance upgrade and Power point for Food truck	After the front entrance was washed away, road base is required to be spread so members and visiting archers can access the club ground. The 15amp outdoor electrical outlet will be used during events, particularly to provide.	\$ 979.00
Shiloh Christian Family Centre	Mental Health Week Programs	Mental Health Week programs will be held 8 - 11 October 2024 and will provide fun, engaging programs with activities including guest music artists, games, giveaways & free food. Students from local high schools are invited to attend and connect with school chaplains and other mental health support services.	\$ 2,250.00
Society for Growing Australian Plants Ipswich (t/a Native Plants Old Ipswich Branch)	Native Plant Sale & Enviro Day	The event, being held Saturday, 26 October at the Rosewood Showgrounds, is to showcase native plants and the local environment. Local NFP environmental groups have displays and members have native plants available for purchase. Wildcall Wildlife will deliver presentations on local fauna through the day.	\$ 750.00
South East Redbacks	Equipment Upgrade	The upgrade of old or broken canteen equipment will ensure the Club is able to continue providing refreshments during matches and other events.	\$ 944.00
Tivoli Social Enterprises	Seniors Month Morning Tea	This special event celebrating the vital role seniors play in the community will be held on Thursday, 24 October 2024 at the Tivoli Drive-In and will feature musical performances by the Karalee State School Choir and Band, morning tea catered by the Tivoli Hospitality Trainees, engaging talks, interactive displays, and trivia providing an opportunity for attendees to make social connections.	\$ 950.00
West Moreton Community Kindergarten	Transitioning to Prep - Social and Emotional Incursion	Mrs Brooke Graham is a local children's author, primary school teacher and mother who enjoys writing picture book stories and YA fiction. She is passionate about reducing the stigma around mental illness. This author incursion focuses on wellbeing, in particular self-regulation and resilience, promotes a love of language and literacy and supports children in their transition to Prep in 2025.	\$ 350.00
Wiser Pasifika Communities	Heart of the Pasifika - Our Women	A "dine and dance" event on Saturday, 21 September 2024, to celebrate Pasifika Women during the month of International Women's Day. Guests will enjoy a buffet dinner while a DJ plays tunes all night long for the ladies to mix and mingle. A few local Pasi fika women entrepreneurs will be invited to speak and share their journeys and the impactful change their business/project has made in the local community.	\$ 2,400.00
TOTAL			\$ 28,343.00
In-Kind Assistance			
Blackstone Ipswich Cambrian Choir	Annual Theatre Restaurant	Bins	\$ 635.10
Brassall Christmas in the Park	Brassall Christmas in the Park	Bins, toilets, and Council stores items	\$ 4,760.85
Goodna Community Association	Goodna Jacaranda Festival	Bins, toilets, and Council stores items	\$ 9,818.90
Greater Springfield Indian Association	GSIA Dandiya night	Bins, toilets, and Council stores items	\$ 2,329.66
Ipswich Historical Society	Box Flat Memorial Service - 31 July 2024	Bins and toilets	\$ 880.50
Leichhardt One Mile Community Centre	Spring Wellbeing Fair	Bins and toilets	\$ 897.30
Marburg and District A and I Association	Garden and Outdoor Expo.	Bins and toilets	\$ 4,322.20
Marburg and District Residents' Association	Black Snake Creek Festival	Toilets	\$ 686.70
Philippines-Australia Multicultural Association (PAMA)	PAMA SpringFest 2024	Bins, toilets, and Council stores items	\$ 5,314.70
OCSA West Zone Soccer Association and Rosewood Uniting Soccer Club	Country Cup	Bins, toilets, and Council stores items	\$ 3,251.59
Redbank Plains Bears JRLFC	UB Gala Day 2024	Bins and toilets	\$ 2,424.40
Rugby League Ipswich	Grand Finals Series	Bins and toilets	\$ 2,160.00
Rugby League Samoa Old	Annual Rugby League Cultural Carnival	Bins, toilets, and Council stores items	\$ 3,795.96
Shiloh Christian Family Church	Dreamers Festival	Bins, toilets, and Council stores items	\$ 1,022.14
Society for Growing Australian Plants T/A Native Plants Old Ipswich Branch	Native Plant Sale and Enviro Day	Bins	\$ 450.60
Vedanta Centre of Sydney	Mental Health Week Events	Bins, toilets, and Council stores items	\$ 720.43
Whitehill Sports Club	OCSA Grand Finals	Bins, toilets, and Council stores items	\$ 4,327.70
TOTAL			\$ 47,798.73
Regional Arts Development Fund (RADF) Quick Response Funding			
Bisichop Fidell	APAX	Attending the APAX (Australia Performing Arts Exchange) is an opportunity to connect with industry professionals (producers, presenters, writers and directors from across Australia and New Zealand), network, showcase, and present art works during the 5 days of the event.	\$ 1,500.00
Larissa Riss Melanie	Munich/Berlin - AIDS2024 & HIV Science as Art Exhibition	Funds will be used to attend and present at AIDS 2024 - HIV Science As Art, the 25th International AIDS Conference in Munich, Germany, from July 22-26, 2024. Participation in the conference will enable full immersion in this vital intersection of art and HIV/AIDS advocacy, and networking with international artists and curators, enhancing cross-cultural artistic collaborations.	\$ 1,500.00
TOTAL			\$ 3,000.00

Doc ID No: A10320210

ITEM: 3

SUBJECT: COMMUNITY AND CULTURAL SERVICES 2023-2024 REPORT CARD

AUTHOR: MANAGER, COMMUNITY AND CULTURAL SERVICES

DATE: 22 JUNE 2024

### **EXECUTIVE SUMMARY**

Community and Cultural Services is a team focused on community, arts, sport, health, recreation, service support and activation, and sits within the department of Community, Cultural and Economic Development. Attachment 1 presents the annual Community and Cultural Services Report Card highlighting the goals, achievements and key deliverables for the 2023-2024 financial year. It clearly identifies the cohesive and collegiate approach undertaken by the diverse teams to deliver great outcomes for our community.

### **RECOMMENDATION/S**

**That the Community and Cultural Services 2023-2024 Report Card be received, and the contents noted.**

### **RELATED PARTIES**

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

### **IFUTURE THEME**

Safe, Inclusive and Creative

### **PURPOSE OF REPORT/BACKGROUND**

The purpose of this report is to highlight the diverse and impactful work the team do on a daily basis across the city. The Community and Cultural Services Branch plays a vital role in enhancing the well-being and cohesion of the communities within the Ipswich LGA. Their influence and reach crosses into numerous spaces from social based outreach programs through to spectacular stage productions, art exhibitions, sporting events and activities.

### **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**

Based on the general nature of this report it is deemed that there are no risks associated with the recommendation.

## **FINANCIAL/RESOURCE IMPLICATIONS**

The Community and Cultural Services activities were delivered within budget and resource allocations provided in the 2023-2024 financial year.

## **COMMUNITY AND OTHER CONSULTATION**

Much of what Community and Cultural Services achieve on an annual basis is informed by Council and our community, through channels including formal consultation, workshop feedback and outcomes and direct engagement. Such consultation is evidenced by the number of initiatives either currently active, delivered or ongoing, including programs like Building Stronger Communities, ARTiculate, Creators of Ipswich Summit, Ipswich Art Workshop, First Nations Industry Yarns, Swich Speaks Out, Inclusion and Connectedness, Ipswich Film Festival for Youth, IYAC, emerging community theatre initiatives developed through access to and use of Studio 188, and the newly created Fire Station 101 to name a few. In the sporting space, high level consultation has been undertaken when delivering capital projects such as Iron Bark Park, Willey Street and Jim Donald Clubhouses and numerous other minor infrastructure upgrades across many sport and recreation locations across the city.


## **CONCLUSION**

The report provides valuable insight into the work, programs, initiatives and achievements the Community and Cultural Services Branch delivered across the 2023-2024 financial year. Our vision is to foster and encourage a vibrant, inclusive community by promoting cultural awareness, support of local arts and community organisations, providing essential services, infrastructure and facilities in order to enhance the quality of life for our community, and in so doing provide opportunity for all.

## **HUMAN RIGHTS IMPLICATIONS**

<b>HUMAN RIGHTS IMPACTS</b>
<b>RECEIVE AND NOTE REPORT</b>
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 Cultural Services Report Card FY2023-2024 <a href="#">↓</a> 
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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”***



**2023-2024**

# Community and Cultural Services Report Card



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





**Community and Cultural Services is a team focused on community, arts, sport, health, recreation, service support and activation, and sits within the department of Community, Cultural and Economic Development. This report card is targeted at highlighting the diverse and impactful work the team do on a daily basis across the city. Community and Cultural Services is a team dedicated to enriching the lives of our community members through a variety of programs, initiatives and support services. Our vision is to foster and encourage a vibrant, inclusive community by promoting cultural awareness, supporting local arts and community organisations, providing essential services, infrastructure and facilities in order to enhance the quality of life for our community, and in doing so provide opportunity for all.**





Front cover image:  
The Unveiling by Gus Eagleton

## ARTS AND CULTURAL REPORT CARD

**Cultural Services** encompass the Ipswich Civic Centre, Ipswich Art Gallery and Creative Industries functions. The Cultural Services team engages with a diverse array of individuals, communities, cultural and community organisations, sector organisations, specialists and government agencies. They achieve identified outcomes through a variety of strategies, capacity-building initiatives, programs and services, both directly and through partnerships at the local, state and national levels. Art and culture permeates the lives of residents daily, from the architectural landscapes of streets to the visual expressions found in paintings, posters and flyers. It animates screens and stages with drama, music, comedy and everything in between. Beyond its economic impact – generating jobs and cultural tourism – art plays a vital role in forging community identity and enhancing vibrancy, enriching lives in ways that are as invaluable as they are immeasurable.

### ACTIVATING AND ENGAGING THE WHOLE OF OUR CITY

Culturally activated cities serve as dynamic hubs that bridge age and cultural barriers to create connected communities. Cultural Services partnered with SPARK Ipswich, Galvanized, Story Arts Festival, Planes, Trains and Autos, and Queerswich to deliver programs and activations across the Ipswich local government area (LGA).

- **3,312** creative and cultural activations delivered
- **114,932** visited gallery exhibitions, theatre, music and dance performances etc.
- **95%** of attendees that visited creative and cultural venues rated their experiences as 'Very Good' or 'Excellent'.

### EMBRACING AND CELEBRATING OUR CULTURAL HERITAGE AND DIVERSITY

Cultural heritage forms the cornerstone of our community's identity, providing a deep-rooted 'sense of place' that connects residents to their history, traditions and collective identity. Our area boasts a rich tapestry of cultural diversity – each thread contributing to the vibrant fabric of our community. This heritage serves as a source of pride, fostering a strong sense of belonging and ownership among residents.

As an important asset, the Ipswich Art Gallery Collection is regularly seen outside the Ipswich LGA. Works are toured or loaned to state and regional institutions, and in 2023-2024, over **430,000** people saw works from the Ipswich Art Gallery Collection in galleries across the country. Similarly, Ipswich Art Gallery delivers programming outside the walls of the gallery – at schools and community events – with over **5,000** participants the past year.

**15,201**

people attended and supported community dance events and competitions.

**14,723**

people attended curated, programmed cultural events featuring LGBTQIA+ artists and creatives.

**\$1,749,803**

generated from the sale of **54,439** tickets to performances at Ipswich Civic Centre, Studio 188 and Fire Station 101.



## SUPPORT VOICES OF FIRST NATIONS CREATORS

First Nations creators of Ipswich are valued and supported creative sector members. Through active recognition, respect, and empowering current and future First Nations creators, their contribution can be further fostered, showcased and celebrated.

- Established the annual 'First Nations on Stage' series for performances at Ipswich Civic Centre and Studio 188
- **9,653** attended First Nations cultural events
- **29** First Nations artists, arts workers and creative professionals engaged and supported.

## CREATING A SUSTAINABLE CREATIVE ECONOMY

A strong creative economy brings economic growth, job creation and cultural enrichment. Investing in cultural assets enhances a community's identity, attracts tourists and boosts local businesses. It also fosters creativity, civic pride and community engagement, making the area more vibrant and attractive for residents and visitors alike.

- **\$530,000** in donated artworks acquired for the Ipswich Art Gallery Collection in 2023 -2024
- **38%** of attendees to cultural venues are visitors from outside the region
- **\$87,761** of in-kind support provided to 31 performances at Studio 188
- **61%** of ticket sales at Ipswich Civic Centre, Studio 188 and Fire Station 101 were generated by local community artists and arts organisations.



## INCREASING ENGAGEMENT WITH OUR CREATIVE COMMUNITY

At the heart of our diverse communities are creators who are supported to deliver artistic contributions, use best practice and develop thriving businesses. Practical support of a growing creative economy in Ipswich enables the attraction and retention of creative practitioners to the area and helps facilitate sustainable career pathways for developing, emerging, established and future creatives

- 1,535 community artists, arts workers, groups, organisations and events supported
- 20 active partnerships with industry groups and local government bodies to further the capacity building opportunities for local creatives.

Through diverse creative development initiatives, Ipswich City Council activates artists' agency and identity by providing multiple opportunities for capacity building and creative expression. These foster industry connections, provide opportunity for collaboration and support the development of new works and include: ARTiculate, Creators of Ipswich Summit, Feeder, Fry Up, Hatchery, Ipswich Art Awards, Live and Local, The Push, RADF, Westside Scramble.

## COMMUNITY AND SPORT REPORT CARD

Community development from Ipswich City Council's perspective is about facilitating positive social and economic impact by making sure people can actively participate in the community and are empowered to create positive changes. The Community and Sports team is focused on delivering projects and programs which build capacity and increase resilience, specifically within not-for-profit community and sporting organisations across the city. This aligns with the team's awareness that not-for-profit community and sporting organisations are an integral element in supporting active, vibrant, growing, safe and connected communities.

### CAPACITY BUILDING AND RESILIENCE

- **170** capacity building workshops, events, initiatives and activities
- **210** community groups attended governance and grant writing workshops.

### Council Sport and Recreation Grant Applications

- **\$2,540,281** in grant funding secured through **7** applications
- **5** projects delivered valued at **\$3,805,080** – **58%** from grant funding.

### Clubs on the Move/Clubs getting Busy

- **22** letters of support to clubs
- **20** successful club grant applications
- **15** projects delivered by clubs.



### INCLUSION AND CONNECTEDNESS IMPLEMENTATION PROGRAM 2024–2026

Outlines Ipswich City Council's approach to removing and reducing barriers experienced by people living with disabilities and encouraging and enabling full and meaningful participation in Ipswich.

### CIVIC PARTICIPATION

#### Ipswich Youth Advisory Council

Provided feedback on Brisbane 2032 Olympic and Paralympic Games, Inclusion and Connectedness Implementation Program 2024–2026, Draft Planning Scheme, City Wide Events Plan, Customer Experience Program and the future of Resource Recovery.



### CENTRE MANAGEMENT

Ipswich City Council assumed management of the Redbank Plains Community Centre and Riverview Community Centre.



## WELLBEING

- **\$922,942** community funding awarded, supporting over **255** applications
- Supported **84** athletes at state and national events through the Sport Achievement fund
- **1,295** Active and Healthy sessions attracting **21,819** participants.
- **20,000** Just in Case Cards distributed
- **110** attendees at 'The Swich Speaks Out' / Domestic and Family Violence Summit and Action Plan Launch
- NAIDOC Cultural Family Fun Day **3,500** attendees and **100+** exhibitors
- Inaugural First Nations Industry Yarns had **120** attendees representing over **65** organisations.



## INCLUSION AND CONNECTEDNESS

### Home Assist

- **5,782** services delivered.

### Engaged Clubs

- **166** sport and recreation clubs across **41** sports
- **682,000** hours of sports facility use.

### Increased Participation

- **600** permits issued covering seasonal, casual, community and school use.

### Better Places / Sport and Recreation Managed

- **47** locations providing **287** active/formal playing spaces
- **97** courts – 90% under lights
- **105** fields – 74% under lights
- **85** other facilities – 55% under lights e.g. practice nets, tracks, equestrian, bowls/croquet and motorsport
- **56** clubhouses.

## NEW CLUBHOUSES

- Ironbark Park – **\$3.1 million** (\$1.5 million council secured grant funding)
- Jim Donald Park – **\$2.6 million** (\$900,000 club grant funding)
- Willey Street Park (BMX) – **\$1.8 million** (\$600,000 club grant funding).



Doc ID No: A10690013

ITEM: 4

SUBJECT: CUSTOMER EXPERIENCE REPORT - 1 JANUARY TO 30 SEPTEMBER 2024

AUTHOR: CUSTOMER STRATEGY AND EXPERIENCE MANAGER

DATE: 20 SEPTEMBER 2024

### **EXECUTIVE SUMMARY**

This is a report providing an update on the progress of the Customer Experience (CX) program of work including the CX Strategy Implementation Plan.

### **RECOMMENDATION/S**

**That the report of 1 January to 30 September 2024 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 or its recommendation.

### **IFUTURE THEME**

A Trusted and Leading Organisation

### **PURPOSE OF REPORT/BACKGROUND**

Attachment 1 is the report of the CX Program detailing progress of the program from 1 January to 30 September 2024.

### **LEGAL IMPLICATIONS**

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

### **POLICY IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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



## FINANCIAL/RESOURCE IMPLICATIONS

This report is for information only and relates to both the 2023-2024 and 2024-2025 financial years. The budget for activities undertaken in the 2023-2024 financial year has been expended and the budget for planned activities in the 2024-2025 financial year is allocated. There are no budget implications relating to this report.

## COMMUNITY AND OTHER CONSULTATION

The following stakeholders have been consulted for this report:

- Ben Pole – General Manager CCED
- Samantha Chandler – Manager Libraries and Customer Services
- Patrick Hyde – Customer Experience Coordinator




## CONCLUSION

This report highlights the ongoing delivery of the CX program of work, including the CX priorities as identified in the Customer Experience Strategy.

## 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 Report as at 30 September 2024 <a href="#">↓</a> 
2.	CX Program Road Map - Calendar <a href="#">↓</a> 
3.	CX Strategy <a href="#">↓</a> 

Jennifer Gisler

**CUSTOMER STRATEGY AND EXPERIENCE MANAGER**

I concur with the recommendations contained in this report.

Samantha Chandler

**MANAGER, LIBRARIES AND CUSTOMER SERVICES**

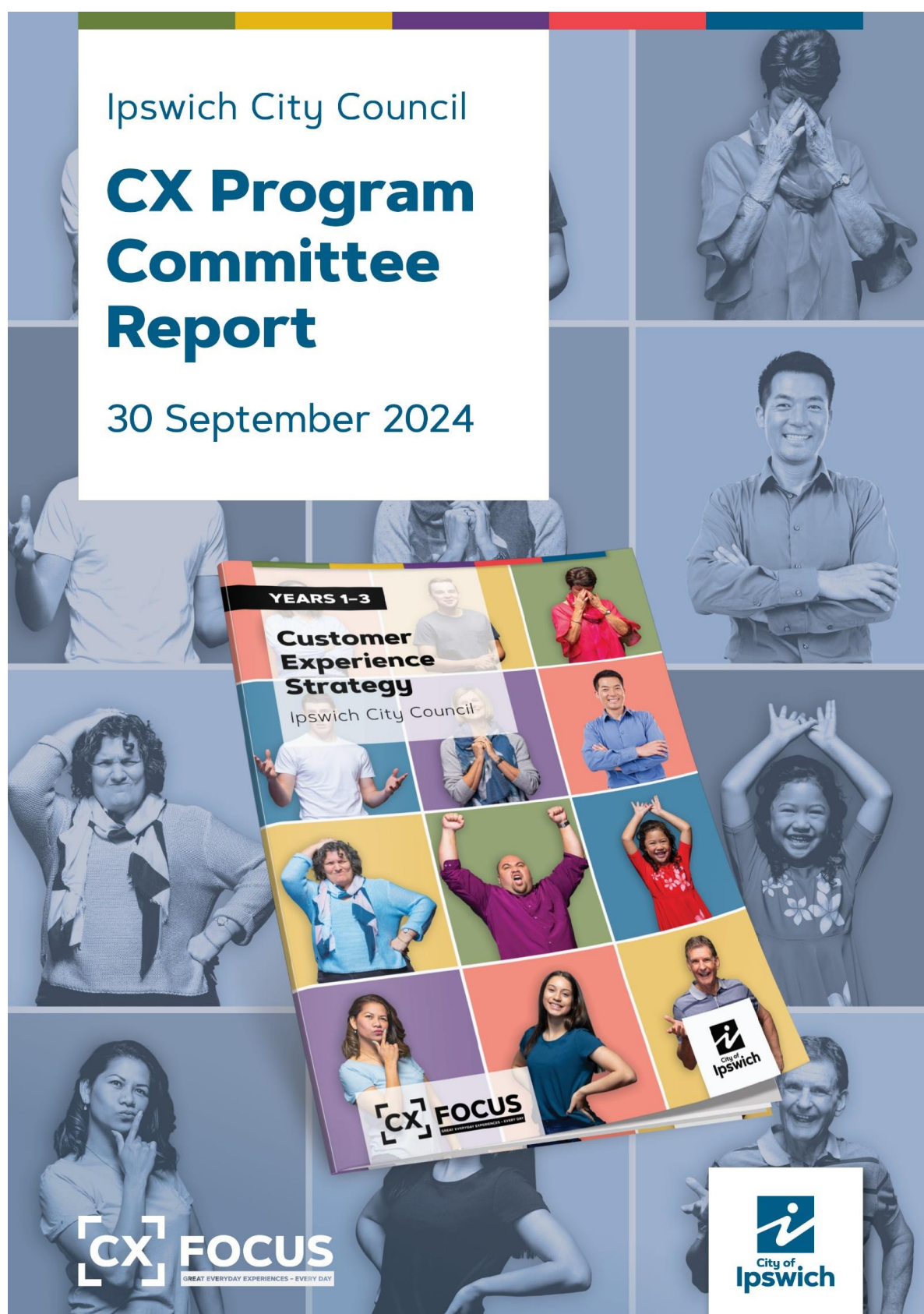
I concur with the recommendations contained in this report.

Ben Pole

**GENERAL MANAGER, COMMUNITY, CULTURAL AND ECONOMIC DEVELOPMENT**

***“Together, we proudly enhance the quality of life for our community”***





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# Customer Experience Program: Report - September 2024

## Introduction

This is the Customer Experience (CX) Program report. This report provides an update to the progress of the CX Program of Work across Council, per the Customer Experience Strategy, covering from 01 January 2024 until 30 September 2024. During this period, the CX team have focused on the progression of 10 Customer Experience Priorities (CXPs) relating to customer insights, customer understanding, content management, service improvement, and organisational empowerment. This report details the progress made and improvements in customer experience, staff experience, and operational excellence as a result.

## Customer Experience Strategy Progress

### CX Strategy Priorities Status

The overall progression and statuses of the CX Strategic Priorities (CXPs) as of 30 September 2024 are provided on the following page.

In the prior Report, ending 31 December 2023, most CXPs were noted as at the stage of “Drafting”. The associated project management plans (PMPs) were awaiting review and endorsement by the Customer Experience Program Control Group (CX PCG) and final approval by the Program Sponsor (General Manager, Community, Culture and Economic Development).

All but 1 of the CXPs were approved to proceed in February and March of this year. The exception was *Service Catalogue Transparency* (CXP 10). This project went through a revision of scope, detailed further in this report, and was subsequently approved at the end of June.

### Customer Experience Priorities Overall Progress as of 30 September 2024

Customer Experience Priorities Overview Progress as of 30 September 2024

PROJECT	PROJECT PHASE							
	INITIATING	PLANNING			IMPLEMENTING	CLOSING		
	COMMENCING	DRAFTING	DISCOVERING	DESIGNING	DELIVERING	TRANSITIONING	REVIEWING	CONCLUDING
1. Voice of the Customer Program			X					
2. Customer Insights Access			X					
3. Act on Insights			X					
4. Community Engagement			X					
5. Review Customer Information Systems			X					
6. Customer Segmentation and Personas			X					
7. Single View of Customer			X					
8. Customer Journey Mapping			X					
9.1 CJSD* - Private Certifier Decision Notices Project								
9.2 CJSD* - Library Room Bookings Project					X			
9.3 CJSD* - Private Certifier Final Inspection Certificates					X			
9.4 CJSD* - Dog Registration Project			X					
9.5 CJSD* - Open Spaces and Community Facilities Applications			X					
10. Service Standards Transparency			X					
11. Content Consolidation Review					X			
12. Implement Proactive Communication			X					
13. CX Onboarding Training					X			
14. Customer-Centric EX Program								
15. CX KPIs for Business Units			X					
16. CX Working Group								
17. CX Cross Functional Teams				X				
18. CX Maturity Review			X					

\* CJSD = Customer Journey Solution Design




x = Project's Current Phase

Item 4 / Attachment 1.

*Customer Experience Priorities Statuses as of 30 September 2024*

Priority	PMP Approval Date*	Current Stage	Scheduled Stage Comp. Date	Progress Status
Voice of the Customer (CXP 1)	08/02/2024	Discovery	31/12/2024	UNDERWAY
Customer Insights Access (CXP 2)	08/02/2024	Discovery	31/10/2024	UNDERWAY
Act on Insights (CXP 3)	08/02/2024	Discovery	30/06/2025	
Community Engagement (CXP 4)	08/02/2024	Discovery	30/04/2025	
Review Customer Information Systems (CXP 5)	08/02/2024	Discovery	30/04/2024	UNDERWAY
Customer Segmentation and Personas (CXP 6)	08/02/2024	Discovery	30/06/2024	UNDERWAY
Single View of the Customer (CXP 7)	08/02/2024	Discovery	31/10/2025	
Customer Journey Mapping (CXP 8)	08/02/2024	Discovery	30/06/2024	UNDERWAY
Customer Journey Solution Designs (CXP 9)	-	-	-	
Decision Notices (CXP 9.1)	01/12/2022	Closed	31/01/2023	CLOSED
Library Room Bookings (CXP 9.2)	11/03/2024	Delivery	21/10/2024	UNDERWAY
Private Certifier Final Inspection Certificates (CXP 9.3)	11/03/2024	Delivery	28/10/2024	UNDERWAY
Dog Registration (CXP 9.4)	11/03/2024	Discovery	30/04/2025	
Open Spaces and Comm. Facilities Applications (CXP 9.5)	11/03/2024	Discovery	30/04/2025	
Service Standards Transparency (CXP 10)	26/06/2024	Discovery	TBD	UNDERWAY
Content Consolidation Review (CXP 11)	08/02/2024	Design	TBD	UNDERWAY
Implement Proactive Communication (CXP 12)	08/02/2024	Discovery	31/12/2024	UNDERWAY
CX On-boarding Training (CXP 13)	08/02/2024	Delivery	31/10/2024	UNDERWAY
Customer-Centric EX Program (CXP 14)	01/12/2022	-	-	TRANSFERRED
CX KPIs for Business Units (CXP 15)	08/02/2024	Discovery	31/12/2025	
CX Working Group (CXP 16)	01/06/2022	Closed	27/03/2023	CLOSED
CX Cross Functional Teams (CXP 17)	08/02/2024	Design	TBD	UNDERWAY
CX Maturity Review (CXP 18)	08/02/2024	-	-	
CX Maturity Review 1	-	Closed	30/06/2023	CLOSED
CX Maturity Review 2	-	Discovery	28/02/2025	
CX Maturity Review 3	-	Discovery	TBD	

\*Provides the date when the project management plan for the project was approved.

Status Legend		
	On track	 On track with minor issues  Off track

## *CX Strategy Priorities Progress*

### *Governance*

The ELT-led Program Control Group, composed of the Executive Leadership Team, has continued throughout the year, meeting 4 times so far. The PCG has established its importance as a forum for decision-making, feedback, risks and issues management, and driving organisational change.

As part of PCG activity, in consultation with the Committee Chair, it was decided that reporting on the Program would move from quarterly reporting to reporting twice per year. In future reports will be provided covering April to September and October to March, in appropriate Committee sessions. This will better reflect the timelines of underway projects, which are increasing in complexity.

Further, per the request of the prior Committee, a Program Roadmap was developed by the CX team and endorsed by the CX PCG. It is provided as an attachment to this report. This Roadmap is also shared with the organisation.

The CX/ICT Program Control Group has also continued, providing an important connection point between the CX team and ICT specialists, coordinating, and delivering technology-related work in the Program. Such teams have been instrumental in our service improvement projects, which touch on two of our customer information systems, as well as procurement of a Voice of the Customer platform.

### *Program and Project Management*

As detailed above, each CXP is now informed by a revised Project Management Plan that guides project direction and activity. These plans now reflect both the original CX Strategy, as well as the findings of the 2023 CX Maturity Review (per CXP 18). A Program Management Plan has also been drafted with final changes being worked on between Customer Experience and the Enterprise Program Management Office. In sum, work across the Program has been defined, scoped, and agreed to, enabling work to proceed in a targeted fashion. Risks, issues, decisions, tolerances around progress and budget, and schedules also continue to be managed at a Program and Project level.

### *Change and Communications Management*

As the introduction of Customer Experience involves cultural change, each project has also had Change and Communications Plans developed. These plans guide activity around stakeholder engagement (including customers, staff, and elected representatives), the development of collateral (e.g., posters, digi-screens, newsletters), and the hosting of information sessions and events, underpinned by councils change model: "Prosci ADKAR".

### *Voice of the Customer (CXP 1)*

As the time of the last report in December 2023, teams across the organisation had worked with an external consultant to develop business and system requirements for a desired Voice of the Customer (VoC) system to underpin an Expression of Interest (EOI) procurement exercise. This EOI was released to the market via an open tender in February 2024. The outcome resulting from this process is currently being finalised.

In terms of ongoing project approach, it will proceed as a small-scale pilot of a VoC solution, building incrementally year-on-year within the Program. Following conclusion of the project, an assessment will be made regarding ongoing continuation. As this process did not proceed as expected, there have been some delays to stage activity and other projects (particularly CXP 2, CXP 5, CXP 6, and CXP 8). However, overall, this individual project remains On Track.

### *Customer Insights Access (CXP 2)*

As planned, work commenced on this project in July, with relevant Discovery and Design activity commencing concurrently. This has included a review of currently collected customer feedback, both by the CX team and by other teams or systems. A relevant report is expected to be presented to the CX PCG on 10 October, progressing this project to the Delivery stage.

### *Act On Insights (CXP 3)*

This project is not currently underway. Under the current Program Roadmap work is planned to commence in March 2025.

### *Community Engagement (CXP 4)*

This project is not currently underway. Under the current Program Roadmap work is planned to commence in January 2025.



#### *Review Customer Information Systems (CXP 5)*

Progression for this project has not been as initially planned. However, a report covering both Discovery and Design activity is expected to be presented to the CX PCG on 10 October, progressing this project to Delivery. A small extension to project delivery timeframe is expected, to accommodate project delivery, review, and closure.

#### *Customer Segmentation and Personas (CXP 6)*

Progression for this project has not been as initially planned. A proposal revising the stage progression dates will be provided to the Program Control Group on 05 December.

#### *Single View of the Customer (CXP 7)*

This project is not currently underway. Under the current Program Roadmap, work is planned to commence in July 2025.

#### *Customer Journey Mapping (CXP 8)*

Progression for this project has not been as initially planned. A proposal revising the stage progression dates will be provided to the Program Control Group on 05 December. In the meantime, work will continue on the Delivery and Design components of this project, as it underpins other ongoing activity, including the Proactive Communications project. Specifically, an agreed set of stages that a customer goes through when a service is raised and completed.

#### *Customer Journey Solution Designs (CXP 9)*

##### *Library Room Bookings (CXP 9.2)*

Year-on-year the demand for our library spaces is growing. As availability of rooms becomes more constrained, negative impacts are starting to occur for customer experience, employee experience, and operational excellence. In response to these pressures, Library Room Bookings was selected as one of the 5 service improvement initiatives being undertaken in the Program. Following project approval, staff in the CX team liaised with customers and staff regarding the use of meeting rooms and event spaces in our libraries. Improvement opportunities were noted across processes, systems, design, assets, staffing, channels, content, and overall purpose and use. Subsequently, potential interventions, such as changes to the booking form, signage, policy and procedure around use, and training were developed. Following CX PCG review and endorsement, the project has progressed to Delivering, implementing the proposed changes.

##### *Private Certifier Final Inspection Certificates (CXP 9.3)*

As a result of this work, Private Certifiers will be able to submit *Final Inspection Certificates* through our digital platform, ePathway, rather than by email. This results in benefits for customers, staff, and the organisation. For customers, they will have a consistent experience in ePathway, being able to submit all documentation related to Private Certification and being asked the minimum questions required by legislation. For staff and the organisation, the amount of manual administration will also be reduced, enabling redirection of staff time to more generative activity, and reducing the stress that results from peaks in final certificate submissions. Like the previously completed Decision Notices project, Certifiers will receive proactive communications from council about the changes. System changes will be completed in off-peak hours, minimising disruption to services for these customers. Following CX PCG review and endorsement, the project has progressed to Delivering, implementing the proposed changes.

##### *Dog Registration (CXP 9.4)*

This project is not currently underway. Under the current Program Roadmap, work is planned to commence in January 2025.

##### *Parks, Halls and Facilities Bookings (CXP 9.5)*

Following consultation with involved staff, the name of the project was changed from *Parks, Halls and Facilities Bookings* to *Open Spaces and Community Facilities Applications*, to better reflect the scoped activity.

This project is not currently underway. Under the current Program Roadmap, work is planned to commence in November 2024.

#### *Service Standards Transparency (CXP 10)*

Following engagement with the CX PCG, the name of this project was changed from *Service Catalogue Transparency* to *Service Standards Transparency*, with associated changes in project scope. Work related to the Service Catalogue will be undertaken as part of other organisational activity. This project will now focus on internal reporting of performance against agreed service levels across Council services.

As per the current roadmap, work on this project commenced in early September, with initial Discovery activity underway.

#### *Content Consolidation Review (CXP 11)*

As a result of consideration from the CX PCG, the scope and timeline for this project have changed. This is because the project will now encompass the delivery of a content management framework, as well as a Knowledge Management System (KMS).

#### *Implement Proactive Communication (CXP 12)*

As per the current roadmap, work on this project commenced in early September, with initial Discovery activity underway.

#### *CX Onboarding Training (CXP 13)*

Throughout the calendar year, work has progressed quickly on the first ever CX Training provided at Council. From a Discovery and Design perspective, this included the development of a training outline with People and Culture, development of a script and filming plan, and securing a suitable vendor to provide learning production services. Delivery involved the coordination of an external filming crew, customers and Council staff who appeared in the video, and ongoing consultation with leadership. To best reach the widest audience of employees, consultation was undertaken across the organisation to co-design the methods, events, and timing of the rollout. As a result, an online training module, several watch events, and tailored CX team-led presentations were developed. These learning experiences have been scheduled across Council locations throughout October, effectively covering in-office, satellite, and field staff. The project is On Track for completion by the end of the year.

#### *CX KPIs for Business Units (CXP 15)*

This project is not currently underway. Under the current Program Roadmap, work is planned to commence in July 2025.

#### *CX Cross Functional Teams (CXP 17)*

Progression for this project has not been as initially planned. A proposal, revising the stage progression dates will be provided to the CX PCG planned for 10 October. However, work has progressed, with a Discovery Report outlining best practices for cross functional teams developed and approved by the Program Sponsor. It is expected that the Design stage will conclude by the end of the year.

#### *CX Maturity Review (CXP 18)*

##### *CX Maturity Review 2*

This project is not currently underway. Under the current roadmap, work is planned to commence in January 2025.

Originally, the contract for this work outlined a Review in mid-2024. Negotiations with the third-party consultant providing the Review enabled a mutually agreed delay of work to approximately February 2025. This was undertaken to better capture the expected benefits of currently underway projects.

##### *CX Maturity Review 3*

This project is not currently underway. Under the current roadmap, work is planned to commence in July 2026.

### *Customer Experience Business-as-Usual Activity*

#### *Customer Insights Management*

Since 01 January this year, over 3,800 surveys have been completed, over 450 customers called, and 200 insights have been collected about our services. This knowledge represents a growing connection to and understanding of our community's concerns, which can be used to inform customer-centric service improvement.

Originally, we invited customers to request a call-back from our Customer Services staff to provide feedback. However, as the Customer Insights Program (CIP) scales up, this is not sustainable. Instead, a free-text question has been added to the standing survey. Call-backs may be reintroduced into the CIP, but in a more targeted approach. For example, when a service receives particularly negative feedback, resulting in a service improvement project. Ongoing work in CXP 2 (Customer Insights Access) and CXP 5 (Review Customer Information Systems) will contribute to this methodology.

The CX team has been made aware of issues with customers receiving multiple service closure emails, particularly when they respond to system-generated emails. Working alongside the Digital Experience team, changes to communications and processes are being made to prevent this from occurring.

#### *Snap Send Solve*

On 01 August 2024, council celebrated the one-year anniversary of the upgrade of Snap Send Solve to the Enterprise version. This enabled a greater amount of control over the submittable service requests, information collected, and integration with our internal systems. Since its introduction, the annual number of service requests received through the on-the-go application has risen from 5,027 to 16,275 (a 223% increase). Within the first year, the direct submission of these requests to internal teams has enabled the redirection of approximately 1,080 hours (~0.55 FTE) of Customer Services resources.

CX continues to work alongside internal teams and our vendor to improve on Snap Send Solve. The Digital Services team has made several improvements the robustness of the integration, accommodating exceptions, enabling proactively notifications of any failures, and ensuring any impacted requests are actioned. Works and Fields have also provided feedback on challenges regarding improper use by customers and Priority 1 management, with teams working together to investigate and act. Lastly, the team has been assisting the Brookwater Home Owners Club (BHOC) in their own implementation of the application, ensuring the accurate and effective management of services shared between BHOC and Ipswich City Council.

#### *Council Liaison Officer Submission Tool*

Improving the flow of community feedback from elected representatives through to council for action, the Council Liaison Officer Submission Tool continues to be a useful channel. Indeed, only about 4% of requests come through to our Customer Services team by other means. The CX team is currently reviewing the tool, to determine if further work can be completed to improve the number of guided interviews within, further reducing administration for Council Liaison Officers, Customer Services staff, and internal teams.

#### *Customer Experience Consulting*

As the Customer Experience team becomes incrementally more established, there has been growing interest and capability in providing internal CX consulting services. Earlier this year, CX hosted a workshop for the People and Culture team, guiding their review of our Recruitment and Selection function, through the lens of our internal customers (current and potential employees).

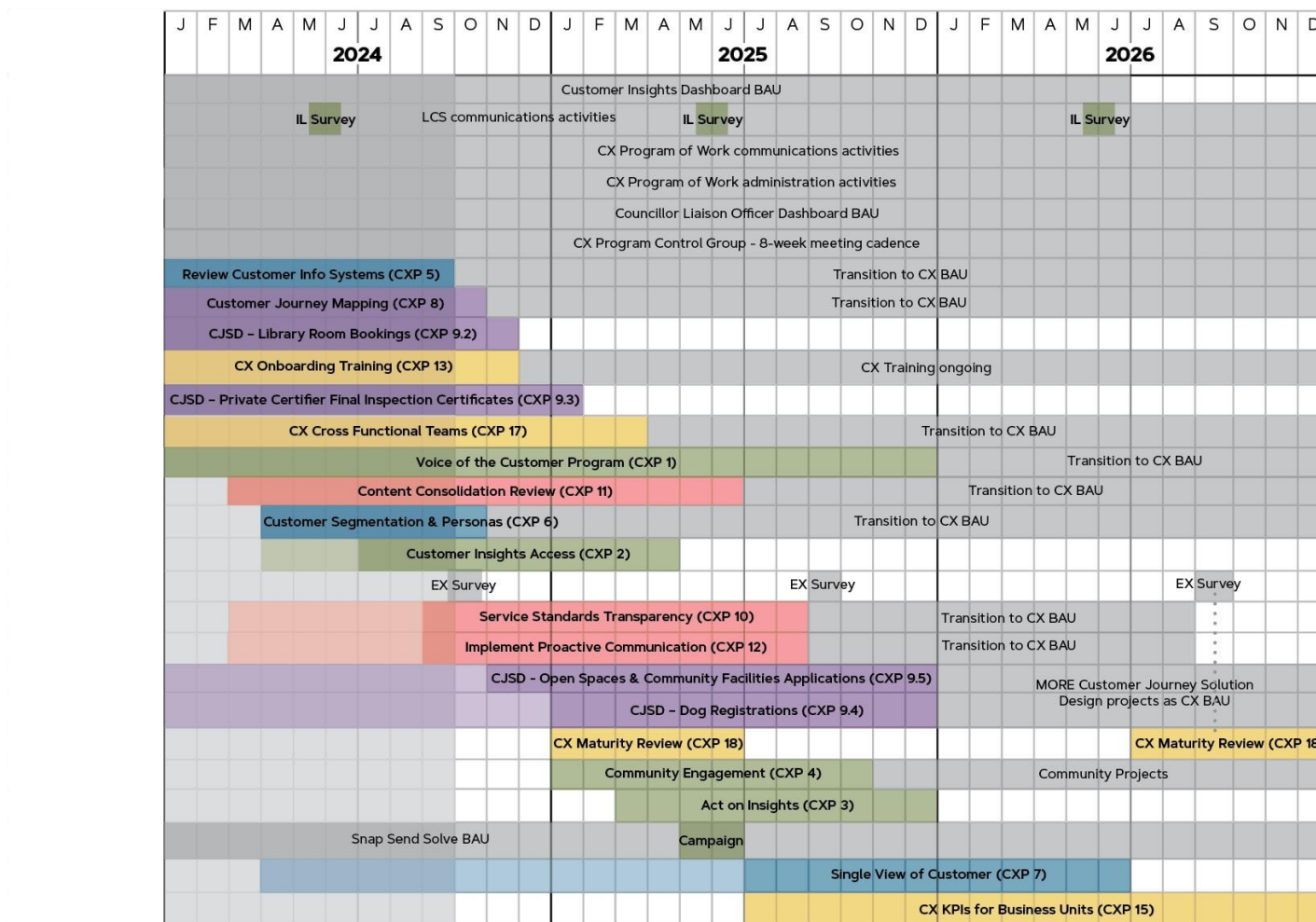
#### *Customer-Centric Employee Experience Program*


The CX team continues to work alongside People and Culture in the delivery of their Strategy and Program of Work. This includes a standing attendance to the Employee Experience Group, a cross functional working group composed that engages the organisation of EX matters.



## Conclusion

Following a period of review in the latter half of 2023, the Customer Experience Program has strengthened its framework of governance, program and project management, and change and communications management. With the commencement of 2024, the organisation has been focused on 10 Customer Experience Priorities (CXPs) relating to customer insights, customer understanding, content management, service improvement, and organisational empowerment. Impacts are now being seen through improvements to Library Room Bookings, the enablement digital receipt of Private Certifier Final Certificates, and rolling out Customer Experience training to the organisation. Other CXPs are expected to demonstrate further results over the next 6 months. Alongside this work, BAU operations are beginning to take root, demonstrating the ongoing value of the CX team to both the organisation and the community. The Customer Experience team will continue to focus on these projects and activities ahead of the next update in March 2025.





**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

## 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.

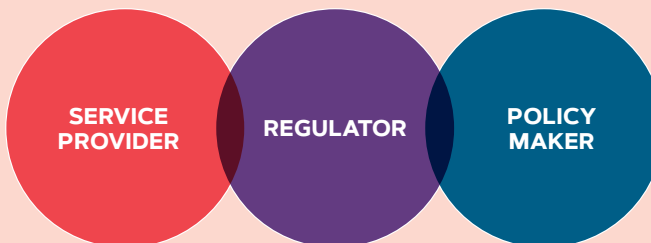


### The benefits of getting CX right:

- ✓ 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

## OUR CUSTOMER EXPERIENCE STRATEGY WILL HELP ICC

Ipswich  
City Council  
performs  
a number  
of functions...



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.



00

I HAVE BIG IDEAS FOR THE  
COMMUNITY CENTRE I VOLUNTEER  
FOR AND WOULD LIKE TO ACHIEVE  
THAT WITH A COMMUNITY  
FUNDING GRANT.



## 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.



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## OUR CX PRINCIPLES

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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

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### CUSTOMER 1<sup>ST</sup>



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.

## CUSTOMER 1<sup>ST</sup>

# 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?

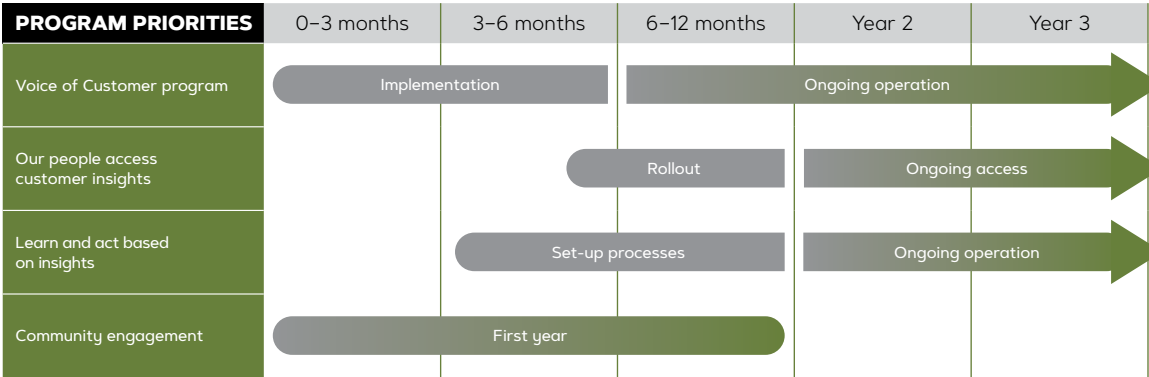
- ✓ Customers will be able to give feedback easily on key services, interactions and journeys.
- ✓ Number of contacts made to close the loop with customers increases.
- ✓ Our people will be using customer insights to inform an ongoing improvement plan.
- ✓ Insights are used to inform design of improved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



ROADMAP FOR LISTEN



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

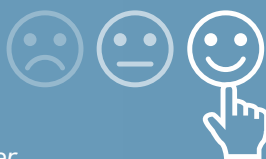
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Digital Services	Information and Communications Technology Branch
Engagement	Communications and Engagement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

THE FUTURE OF ‘LISTEN’

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



## CUSTOMER 1<sup>ST</sup>



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



# UNDERSTAND

### 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?

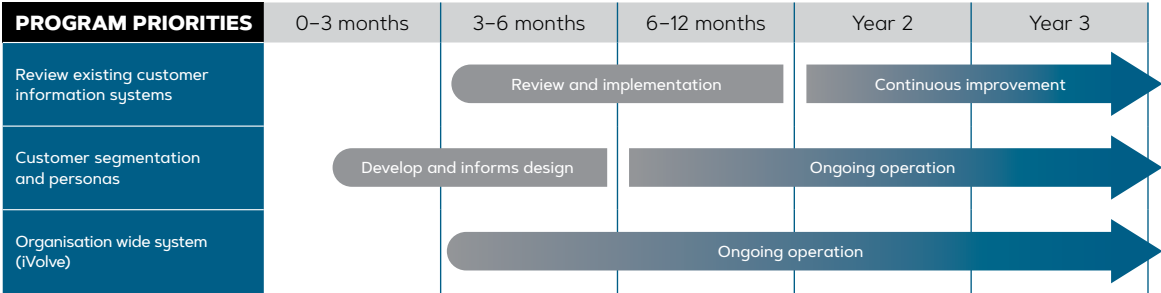
- ✓ The outcomes of the iVolve project delivers outcomes that support customer understanding.
- ✓ Improvements in First Contact Resolution and Satisfaction results.
- ✓ Teams will have access to relevant customer information irrespective of where they work in council.
- ✓ Fewer handovers and efficient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



ROADMAP FOR UNDERSTAND

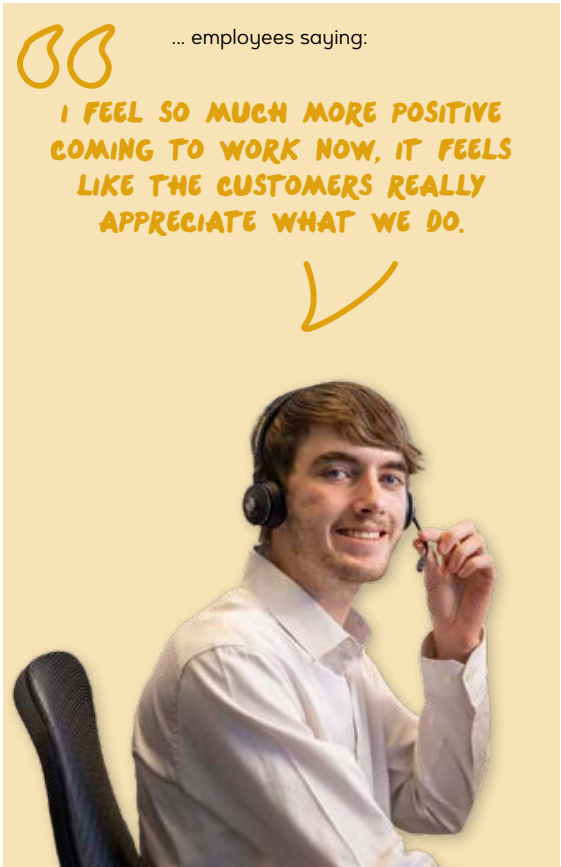


SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

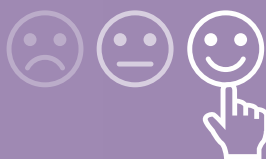
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
iVolve Project	Performance Branch
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch

THE FUTURE OF ‘UNDERSTAND’

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



## CUSTOMER 1<sup>ST</sup>



# 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?

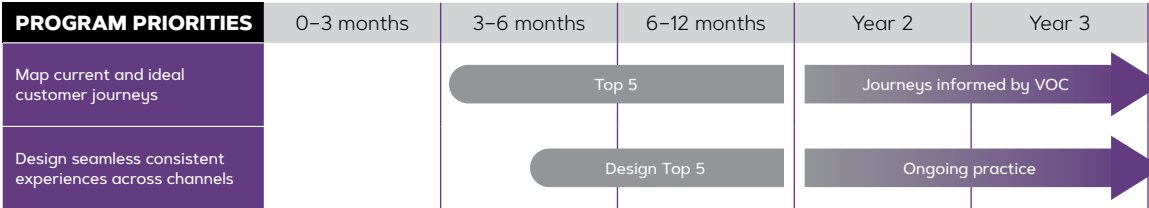
- ✓ Customers will not have to repeat themselves regardless of which channel or service they access.
- ✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.
- ✓ Teams will have access to relevant customer information no matter where 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.



ROADMAP FOR 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
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:

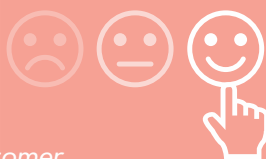
IT USED TO BE SO PAINFUL DEALING WITH COUNCIL, THERE WERE DIFFERENT WAYS TO DEAL WITH THE SAME THING DEPENDING ON WHO YOU TALKED TO. NOW IT'S ALL STREAMLINED AND ORGANISED.

... 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.



## CUSTOMER 1<sup>ST</sup>



# 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?

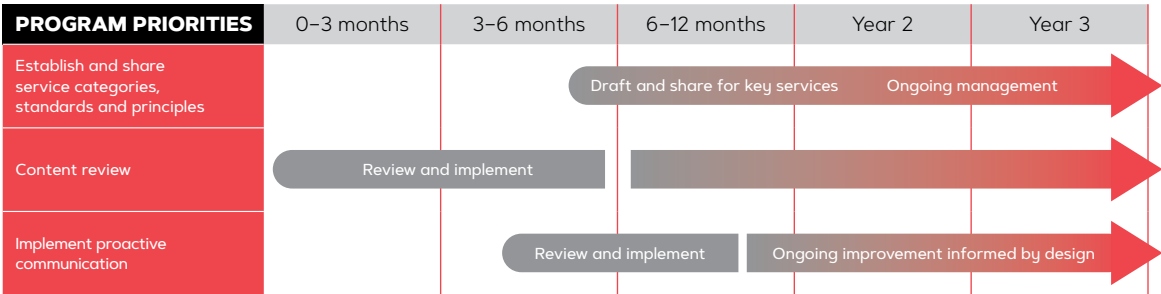


- ✓ There will be a reduced number of avoidable contacts.
- ✓ Customers will not contact us to follow up on previous request.
- ✓ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.
- ✓ Reduced customer effort.

### 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.

ROADMAP FOR COMMUNICATE



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...

BB

... 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.



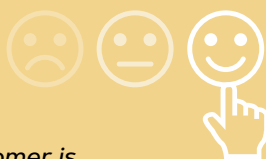
BB

... 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.



## CUSTOMER 1<sup>ST</sup>



# 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.



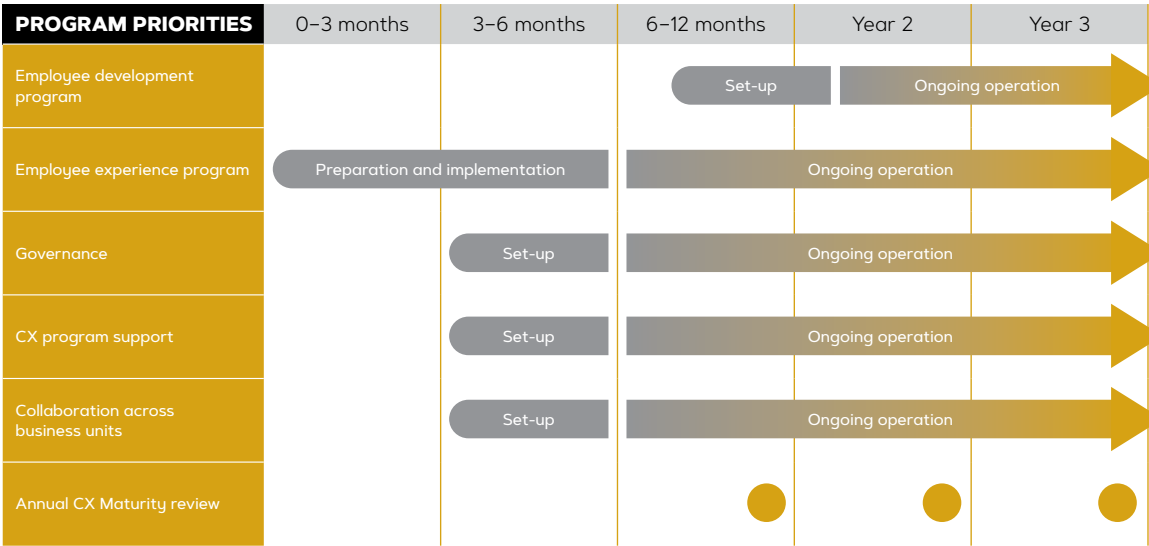
### HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ 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.

ROADMAP FOR EMPOWER



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...

BB

... 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.

✓



BB

... employees saying:

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

✓





## HOW WILL WE MEASURE CX IMPROVEMENT?

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



## 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



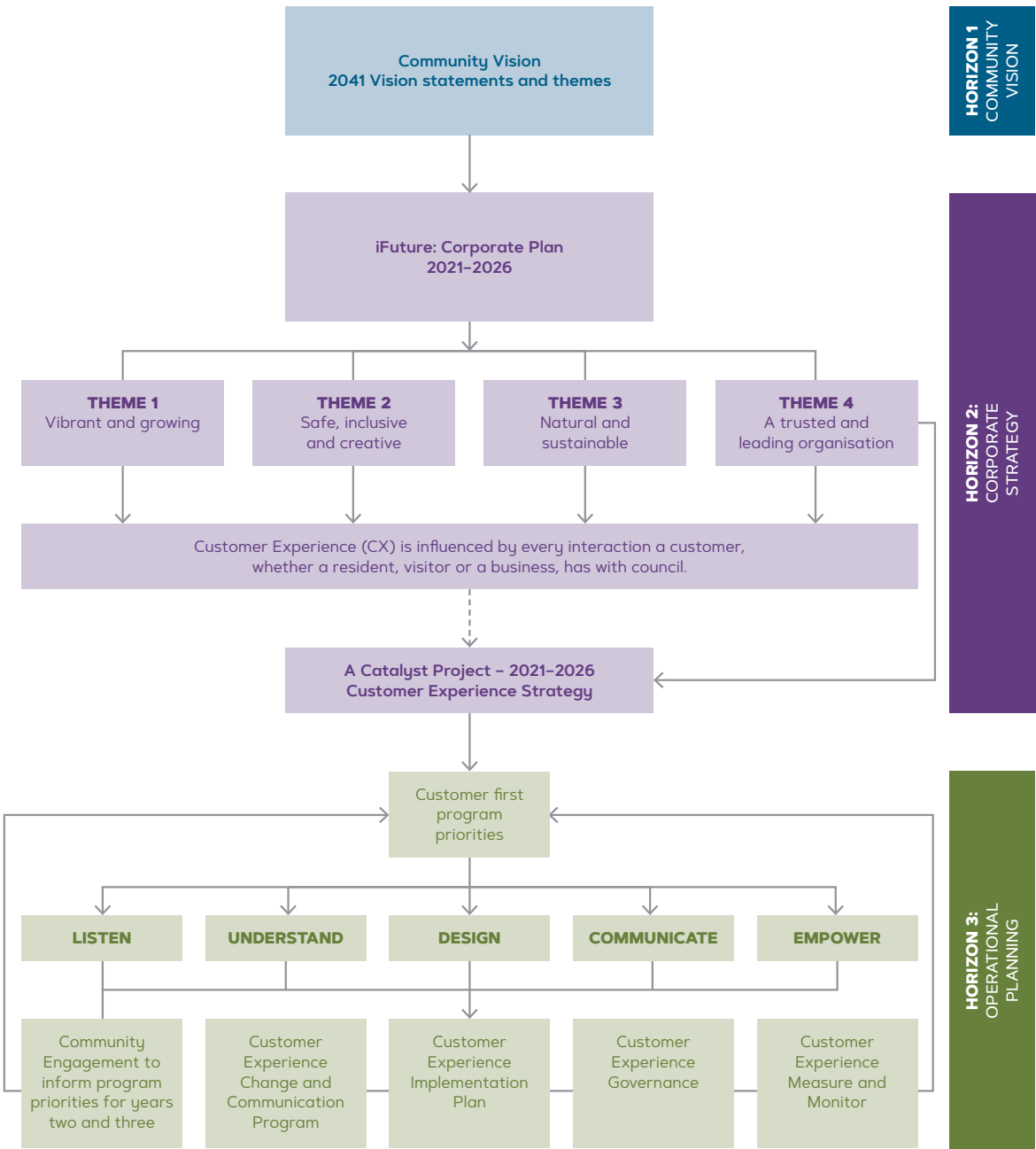
OO I HAVE BIG PLANS TO  
BUILD MY MAN SHED,  
WHERE DO I START WITH MY  
DEVELOPMENT APPLICATION?





iFUTURE: CORPORATE PLAN

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



OO

I JUST GOT MY FIRST CAR - YAY!  
BUT I'M WORRIED ABOUT DAMAGING  
THE TYRES ON THE POTHOLES IN  
MY NEIGHBOURHOOD. CAN YOU  
PLEASE REPAIR MY STREET?





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## NEXT STEPS

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- 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.

Item 4 / Attachment 3.

