



City of  
**Ipswich**

## **AGENDA**

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### **COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE**

Thursday, 1 February 2024

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

Council Chambers, Level 8  
1 Nicholas Street, Ipswich

**MEMBERS OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE**

Councillor Andrew Fechner (**Chairperson**)  
Councillor Kate Kunzelmann (**Deputy Chairperson**)

Mayor Teresa Harding  
Councillor Jacob Madsen  
Councillor Sheila Ireland  
Councillor Marnie Doyle

## COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE AGENDA

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\*\* Item includes confidential papers

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**COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 1**

**1 FEBRUARY 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, CULTURE, ARTS AND SPORT COMMITTEE NO. 2023(11) OF 28 NOVEMBER 2023**

**RECOMMENDATION**

That the Minutes of the Meeting held on 28 November 2023 be confirmed.

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**OFFICERS' REPORTS**

2. **2024 EVENT SPONSORSHIP EASTERN RUMBLE**

This is a report concerning an application for Event Sponsorship by Pacific Action Sports for support of the Eastern Rumble to be held from 29 June 2024 to 1 July 2024.

The application is for \$20,000 excl. GST in financial support and the recommendation is to maintain the sponsorship level provided in 2023 at \$10,000 excl. GST, with an additional \$8,000 excl. GST in year two as part of a multi-year agreement.

**RECOMMENDATION**

That Council provide Event Sponsorship as a multi-year (2 year) agreement of \$10,000 excl. GST (year 1) and \$8,000 excl. GST (year 2) to Pacific Action Sports to support 2024 and 2025 Eastern Rumble events.

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3. QUARTERLY EVENT SPONSORSHIP AND TICKETING ALLOCATION REPORT

This is a report concerning event sponsorship approved in the period of 1 October 2023 to 31 December 2023 as required under the Event Sponsorship Policy.

RECOMMENDATION

- A. That Council receive and note the following event sponsorship allocations during the 1 October to 31 December 2023 period:
- Ipswich Turf Club \$20,000 (excl. GST) in cash support for the 2024 Ipswich Cup
  - Ipswich Show Society \$30,000 (excl. GST) in cash support for the 2024 Ipswich Show.
- B. That Council receive and note that no event impact study support was confirmed during the 1 October to 31 December 2023 period.
- C. That Council receive and note that there were no event sponsorship ticket allocations made during the 1 October to 31 December 2023 period.

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4. CX PROGRAM COMMITTEE QUARTERLY REPORT - DECEMBER 2023

This is a report concerning the Customer Experience Program of Work, providing an update on the progress of the Customer Experience Priorities, as well as the impacts resulting from the preceding Immediate Action Plan.

RECOMMENDATION

That the December 2023 quarterly report concerning council's Customer Experience Program of Work be received and the contents noted.

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**NOTICES OF MOTION**

**MATTERS ARISING**



**COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2023(11)**

**28 NOVEMBER 2023**

MINUTES

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

**COUNCILLOR'S APOLOGIES:** Nil

**OFFICERS' ATTENDANCE:** Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), General Manager Asset and Infrastructure Services (Matt Anderson), General Manager Environment and Sustainability (Kaye Cavanagh), General Manager Planning and Regulatory Services (Brett Davey), Chief Financial Officer (Jeff Keech), Community Services Manager (Melissa Dower), Manager Libraries and Customer Services (Samantha Chandler), Manager Marketing and Promotions (Carly Gregory), Chief of Staff – Office of the Mayor (Melissa Fitzgerald), Senior Media Officer (Darrell Giles), Senior Media Officer (Lucy Stone), Senior Communications and Policy Officer (Jodie Richter), Acting Manager Strategy and Performance (Haiden Taylor) and Theatre Technician (Harrison Cate)

**ACKNOWLEDGEMENT OF COUNTRY**

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

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

In accordance with section 150EQ of the *Local Government Act 2009*, Councillor Andrew Fechner informed the meeting that he has a declarable conflict of interest in Item 4 titled Event Sponsorship – 2024 Ipswich Cup.

The nature of the interest is that the Ipswich Turf Club shares events with local businesses and one of these events could be held at Councillor Fechner's family business.

Councillor Andrew Fechner invited the other councillors to determine if he can continue to participate in the decision process.

It was moved by Mayor Teresa Harding and seconded by Councillor Kate Kunzelmann that Councillor Andrew Fechner does not have a declarable conflict of interest in the matter because there is no personal or financial benefit to the councillor and therefore a reasonable person would trust that the final decision is made in the public interest.

The eligible councillors present at the meeting decided that Councillor Andrew Fechner may participate in the meeting in relation to the matter, including by voting on the matter.

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

Councillor Fechner did not take part in the vote on this matter.

The motion was put and carried.

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### **BUSINESS OUTSTANDING**

1. **RESPONSE TO NOTICE OF MOTION - AN ARTS HUB FOR THE CREATIVE COMMUNITY OF IPSWICH**

This is a report concerning a response to a Notice of Motion submitted by Councillors Andrew Fechner and Marnie Doyle at Community, Culture, Arts and Sport Committee on 12 October 2023 and adopted at the Council Ordinary Meeting on 26 October 2023, requesting a report be prepared and presented on the establishment of a local arts hub for the Ipswich creative community.

#### **RECOMMENDATION**

That the report titled 'Response to Notice of Motion – An Arts Hub for the Creative Community of Ipswich' be received and the contents noted.

Councillor Andrew Fechner proposed the following additional recommendation as Recommendation B:

- B. That Council endorse the Response to 'Recommendation B' within the report, concerning the activation of Lease G on Lot 12 ,116 Brisbane Street, Ipswich (Formally Jamie's Kitchen) as a visual arts Studio and agree that the works commence as soon as practical.



RECOMMENDATION

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

- A. That the report titled 'Response to Notice of Motion – An Arts Hub for the Creative Community of Ipswich' be received and the contents noted.
- B. That Council endorse the 'Response to Recommendation B' within the report, concerning the activation of Lease G on Lot 12 ,116 Brisbane Street, Ipswich (Formally Jamie's Kitchen) as a visual arts Studio and agree that the works commence as soon as practical.

Mayor Teresa Harding proposed the following additional recommendation as Recommendation C:

- C. That the Ipswich Arts advisory Group and the Community, Culture, Arts and Sport Committee be consulted on the future use of this facility.

The mover and seconder of the motion agreed to the additional recommendation.

RECOMMENDATION

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

- A. That the report titled 'Response to Notice of Motion – An Arts Hub for the Creative Community of Ipswich' be received and the contents noted.**
- \*\*\*B. That Council endorse the 'Response to Recommendation B' within the report, concerning the activation of Lease G on Lot 12 ,116 Brisbane Street, Ipswich (Formally Jamie's Kitchen) as a visual arts Studio and agree that the works commence as soon as practical.**
- \*\*\*C. That the Ipswich Arts advisory Group and the Community, Culture, Arts and Sport Committee be consulted on the future use of this facility.**

AFFIRMATIVE

Councillors:  
Fechner  
Kunzelmann  
Harding  
Madsen  
Ireland  
Doyle

NEGATIVE

Councillors:  
Nil

The motion was put and carried.

2. RESPONSE TO NOTICE OF MOTION - RIPLEY VALLEY LIBRARY

This is a report concerning a response to a Notice of Motion submitted by Councillor Jacob Madsen at the Council Ordinary Meeting on 19 May 2022, requesting that Council commence planning for delivery of Library Services to the proposed Ripley Valley Library Catchment and consider what options are available over the next few years to provide Library Services in the interim.

RECOMMENDATION

Moved by Councillor Jacob Madsen:  
Seconded by Councillor Sheila Ireland:

That the report titled 'Response to Notice of Motion – Ripley Valley Library' be received and the contents noted.

Councillor Sheila Ireland proposed the following additional recommendation as Recommendation B:

B. That White Rock be included in the Ripley Valley library catchment.

The mover agreed to the additional recommendation.

RECOMMENDATION

Moved by Councillor Jacob Madsen:  
Seconded by Councillor Sheila Ireland:

**A. That the report titled 'Response to Notice of Motion – Ripley Valley Library' be received and the contents noted.**

**B. That White Rock be included in the Ripley Valley library catchment.**

AFFIRMATIVE

Councillors:

Fechner

Kunzelmann

Harding

Madsen

Ireland

Doyle

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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Councillor Jacob Madsen left the meeting at 11.49 am.

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**CONFIRMATION OF MINUTES**

3. **CONFIRMATION OF MINUTES OF THE COMMUNITY, CULTURE, ARTS AND SPORT COMMITTEE NO. 2023(10) OF 9 NOVEMBER 2023**

**RECOMMENDATION**

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

**That the Minutes of the Community, Culture, Arts and Sport Committee held on 9 November 2023 be confirmed.**

AFFIRMATIVE

Councillors:

Fechner

Kunzelmann

Harding

Ireland

Doyle

NEGATIVE

Councillors:

Nil

All Councillors except Councillor Jacob Madsen were present when the vote was taken.

The motion was put and carried.

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**OFFICERS' REPORTS**

4. **EVENT SPONSORSHIP - 2024 IPSWICH CUP**

This is a report concerning an application for Event Sponsorship by Ipswich Turf Club for support of the Ipswich Cup to be held on Saturday 22 June 2024.

The application is for \$25,000 excl. GST in financial support and the recommendation is to maintain the sponsorship level provided in 2022 at \$20,000.

**RECOMMENDATION**

Moved by Councillor Andrew Fechner:  
Seconded by Mayor Teresa Harding:

**That Council provide Event Sponsorship of \$20,000 excl. GST to Ipswich Turf Club for the 2024 Ipswich Cup.**

AFFIRMATIVE

Councillors:

Fechner

Harding

Ireland

Doyle

NEGATIVE

Councillors:

Kunzelmann (Abstain)

All Councillors except Councillor Jacob Madsen were present when the vote was taken.

The motion was put and carried.

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5. EVENT SPONSORSHIP - 2024 IPSWICH SHOW

This is a report concerning an application for Event Sponsorship by Ipswich Show Society for support of the Ipswich Show to be held from Friday 17 to Sunday 19 May 2024.

The application is for \$40,000 ex GST in financial support and the recommendation is to provide financial support to the value of \$30,000 ex GST.

RECOMMENDATION

Moved by Councillor Andrew Fechner:

Seconded by Councillor Marnie Doyle:

That Council provide Event Sponsorship of \$30,000 (excl. GST) to Ipswich Show Society for the 2024 Ipswich Show.

Councillor Andrew Fechner proposed the following motion:

That item 5 titled 'Event Sponsorship – 2024 Ipswich Show, be referred to the Council Ordinary Meeting scheduled for 7 December 2023 for consideration.

The seconder agreed to the proposed motion.

RECOMMENDATION

Moved by Councillor Andrew Fechner:

Seconded by Councillor Marnie Doyle:

**That item 5 titled 'Event Sponsorship – 2024 Ipswich Show, be referred to the Council Ordinary Meeting scheduled for 7 December 2023 for consideration.**

AFFIRMATIVE

Councillors:

Fechner

Kunzelmann

NEGATIVE

Councillors:

Nil

Harding  
Ireland  
Doyle

All Councillors except Councillor Jacob Madsen were present when the vote was taken.

The motion was put and carried.

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6. 2023 CHRISTMAS IN IPSWICH PROGRAM

This is a report concerning the 2023 Christmas in Ipswich program of events including new additions to the program and activations programmed for the week of Christmas.

RECOMMENDATION

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

**That the report outlining the 2023 Christmas in Ipswich Program be received and the contents noted.**

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

All Councillors except Councillor Jacob Madsen were present when the vote was taken.

The motion was put and carried.

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7. QUARTERLY EVENT SPONSORSHIP AND TICKET ALLOCATION REPORT

This is a report concerning event sponsorship approved in the period of 1 July 2023 to 30 September 2023 as required under the Event Sponsorship Policy.

RECOMMENDATION

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

**A. That Council receive and note the following event sponsorship allocations during the 1 July to 30 September 2023 period:**

1. **AFL Queensland Limited \$9,000 (excl. GST) in cash support and \$19,588.27 for the 2023 National Inclusion Carnival.**
  2. **Tivoli Social Enterprises Ltd \$20,000 (excl. GST) in cash support for the New Year's Eve Celebrations 'Celebrate '24 at Tivoli'.**
- B. That Council receive and note that no event impact study support was confirmed during the 1 July to 30 September 2023 period.**
- C. That Council receive and note that there were no event sponsorship ticket allocations made during the 1 July to 30 September 2023 period.**

**AFFIRMATIVE**

Councillors:

Fechner

Kunzelmann

Harding

Ireland

Doyle

**NEGATIVE**

Councillors:

Nil

All Councillors except Councillor Jacob Madsen were present when the vote was taken.

The motion was put and carried.

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**NOTICES OF MOTION**

Nil

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**MATTERS ARISING**

Nil

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**COMMENCEMENT OF NEXT MEETING**

**RECOMMENDATION**

Moved by Councillor Andrew Fechner:

**That the Economic and Industry Development Committee commence at 1.15 pm.**

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**PROCEDURAL MOTIONS AND FORMAL MATTERS**

The meeting commenced at 11.14 am.

The meeting closed at 12.15 pm.

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\*\*\*Refer Council Ordinary Meeting of 7 December 2023 for amendment

Doc ID No: A9724782

ITEM: 2  
SUBJECT: 2024 EVENT SPONSORSHIP EASTERN RUMBLE  
AUTHOR: EVENT SPONSORSHIP AND ATTRACTION OFFICER  
DATE: 21 DECEMBER 2023

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### EXECUTIVE SUMMARY

This is a report concerning an application for Event Sponsorship by Pacific Action Sports for support of the Eastern Rumble to be held from 29 June 2024 to 1 July 2024.

The application is for \$20,000 excl. GST in financial support and the recommendation is to maintain the sponsorship level provided in 2023 at \$10,000 excl. GST, with an additional \$8,000 excl. GST in year two as part of a multi-year agreement.

### RECOMMENDATION/S

**That Council provide Event Sponsorship as a multi-year (2 year) agreement of \$10,000 excl. GST (year 1) and \$8,000 excl. GST (year 2) to Pacific Action Sports to support 2024 and 2025 Eastern Rumble events.**

### RELATED PARTIES

- Pacific Action Sports, whose Management team includes Donny Fraser, David Cowling, Pete Adams, Clint Davison and Guy Gibbons.
- There are no discernible related party conflicts of interested associated with this report and its recommendation.

### IFUTURE THEME

Vibrant and Growing

### PURPOSE OF REPORT/BACKGROUND

Council's event sponsorship program is a direct outcome and delivery action of the City Events Plan:

- To attract, support and produce a diverse program of annual events that engage the community, promote Ipswich as a destination, drive visitation and positively impact on business and industry.



Pacific Action Sports has submitted an Event Sponsorship application for the BMD Eastern Rumble to be held at the Redbank Plains Recreational Reserve from 29 June to 1 July 2024. A multi-day skateboarding competition, the BMD Eastern Rumble is part of Australia's biggest street skate competition series, BMD Rumble Pro Tour. This is the second year that Ipswich will host stop three of the four stop national tour.

Council has been requested to provide financial support of \$20,000 excl. In line with the Event Sponsorship Policy, a panel assessment was conducted with the recommendation to provide \$10,000 excl. GST in cash support to Pacific Action Sports.

The application has been assessed at a lower level than their request of \$20,000 excl. GST due to participant numbers and unlikeliness to attract additional intrastate visitors over and above participants and accompanying family.

The assessment panel also noted the infrastructure of the Redbank Plains Recreational Reserve Skateboarding facility, and its maintenance, should be considered a significant in-kind contribution for this event both now and into the future.

The level of cash support provided by council in 2023 to Pacific Action Sports (formally the Australian Skateboarding Initiative Pty Ltd) was \$10,000 excl. GST. The funds were allocated as part of the FY2324 Major Event Attraction budget to attract this established event to Ipswich.

The BMD Eastern Rumble has indicated it has potential to be a self-sustaining event into the future with ongoing support from its national body, the Australian Skateboarding Federation, as well as commercial partners and sponsors.

In order to establish Ipswich as the permanent home for the event, it is recommended to enter into a two (2) year multi-year agreement at a diminishing financial rate over the two (2) years.

Noteworthy details:

- 2023 Eastern Rumble, 27 July – 31 July 2023:
  - The event attracted 735 individuals, with 94.5% from outside the region including 4.9% from overseas
  - Initial expectations of 150 entrants were exceeded by 25%, with a strong base of key international competitors entered for its first year and competition levels the highest in Australian history
  - The Ipswich region and the redeveloped Redbank Plains Recreational Reserve Skateboarding facility received international media and national news coverage
  - The event was broadcast via Kommunity TV which reported double its ratings from the previous event

- Over 3 million impressions were recorded across social media platforms
- An independent impact study conducted by IER reported an economic benefit of \$134,535 with overnight expenditure of \$150,391
- 2024 Eastern Rumble proposed benefits will include:
  - Community engagement with grassroots programs, connecting members of the local community and providing pathways into one of the newest Olympic sports ahead of Brisbane 2032 Olympic and Paralympic Games
  - National and international exposure for the City of Ipswich and the Redbank Plains Recreational Reserve Skateboarding facility
  - Youth engagement through the expansion of junior programs and rescheduling of the event to coincide with school holidays
  - Growth of the event and subsequent economic return through visitation of intrastate, interstate, and international competitors, families and spectators

Pacific Action Sports plans to utilise the financial support to:

- implement a marketing plan for the event and the region to encourage more junior divisions and increased number of overnight stays for the event period
- enhance the overall event experience, contributing to operational costs including cleaning and signage.

### **LEGAL IMPLICATIONS**

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

Section 109 of the Local Government Act 2009 provides local governments with the ability to use discretionary funds in accordance with the requirements prescribed under the Local Government Regulation 2012.

Section 202 of the Local Government Regulation 2012 prescribes a number of requirements for a local government making discretionary funds available.

### **POLICY IMPLICATIONS**

This report recommendation meets the principles of the Event Sponsorship Policy.

### **RISK MANAGEMENT IMPLICATIONS**

While the BMD Easter Rumble would still proceed if council did not support the event, it may not remain in our region.

## **FINANCIAL/RESOURCE IMPLICATIONS**

The BMD Eastern Rumble have secured additional funding sources through partners and private sponsors to fund this initiative.

The outlined multi-year agreement for the duration of two years would be allocated to the Event Sponsorship budget for:

- FY2324 - \$10,000 excl. GST
- FY2425 - \$8,000 excl. GST

Pacific Action Sports will submit an application for in-kind assistance separately to any sponsorship applications.

## **COMMUNITY AND OTHER CONSULTATION**

- Pre-lodgement meetings
- Internal stakeholder conversations with Active and Healthy, and Sport and Recreation as part of the Community and Cultural Services Branch
- Panel assessment through SmartyGrants

## **CONCLUSION**

Now as an Olympic sport, skateboarding culture has experienced a dynamic shift. Australia, New Zealand and the Pacific Islands are currently the strongest performing regions in the sport, presenting Ipswich with an excellent opportunity to support and establish a permanent home for major skateboarding competitions in the Pacific.

The BMD Rumble series league is at a level of competition consistent with other world pro leagues, providing opportunities for talent identification from ages 6 to 17 years old. With strong news, media, broadcast and social media coverage, the Eastern Rumble contributes to key eligibility outcomes of recognition of Ipswich nationally and internationally as a major event city.

Council's continued support of the Eastern Rumble will ensure local businesses in the hospitality, retail, tourism and other event supporting sectors benefit from the event, while enhancing community connections and providing real pathways for budding Olympians in our region.

**HUMAN RIGHTS IMPLICATIONS**

HUMAN RIGHTS IMPACTS	
OTHER DECISION	
(a) What is the Act/Decision being made?	A. That council support hosting the 2024 BMD Eastern Rumble in Ipswich from 29 June to 1 July 2024 including: 1. A multi-year agreement (two years) to the value of \$10,000 (excl. GST) in the first year and \$8,000 (excl. GST) in the second year
(b) What human rights are affected?	None
(c) How are the human rights limited?	Not applicable
(d) Is there a good reason for limiting the relevant rights? Is the limitation fair and reasonable?	Not applicable
(e) Conclusion	The decision is consistent with human rights.

Nikki Christian  
**EVENT SPONSORSHIP AND ATTRACTION OFFICER**

I concur with the recommendations contained in this report.

Lauren Roche  
**CITY EVENTS MANAGER**

I concur with the recommendations contained in this report.

Carly Gregory  
**MANAGER, MARKETING AND PROMOTIONS**

I concur with the recommendations contained in this report.

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

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

Doc ID No: A9752090

ITEM: 3  
SUBJECT: QUARTERLY EVENT SPONSORSHIP AND TICKETING ALLOCATION REPORT  
AUTHOR: EVENT SPONSORSHIP AND ATTRACTION OFFICER  
DATE: 10 JANUARY 2024

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### **EXECUTIVE SUMMARY**

This is a report concerning event sponsorship approved in the period of 1 October 2023 to 31 December 2023 as required under the Event Sponsorship Policy.

### **RECOMMENDATION/S**

- A. That Council receive and note the following event sponsorship allocations during the 1 October to 31 December 2023 period:**
- Ipswich Turf Club \$20,000 (excl. GST) in cash support for the 2024 Ipswich Cup
  - Ipswich Show Society \$30,000 (excl. GST) in cash support for the 2024 Ipswich Show.
- B. That Council receive and note that no event impact study support was confirmed during the 1 October to 31 December 2023 period.**
- C. That Council receive and note that there were no event sponsorship ticket allocations made during the 1 October to 31 December 2023 period.**

### **RELATED PARTIES**

- Ipswich Turf Club
- Ipswich Show Society

Ipswich Turf Club declared that Committee member Paula Watkins is currently employed by Council. Ms Watkins has not been involved in the application, assessment process or any negotiations.

There are no further discernible related party conflicts of interest associated with the report or its recommendations.

## **IFUTURE THEME**

Vibrant and Growing

## **PURPOSE OF REPORT/BACKGROUND**

Under council's Event Sponsorship Policy, it is required that all sponsorships including sponsorships under \$15,000 excl. GST and all ticket allocations are recorded in a quarterly report to the Community, Culture, Arts and Sports Committee.

In the period 1 October to 31 December 2023 the following sponsorships were approved within delegation:

- Ipswich Turf Club \$20,000 (excl. GST) in cash support for the 2024 Ipswich Cup
- Ipswich Show Society \$30,000 (excl. GST) in cash support for the 2024 Ipswich Show

## **LEGAL IMPLICATIONS**

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

## **POLICY IMPLICATIONS**

This report is required under the Event Sponsorship Policy.

## **RISK MANAGEMENT IMPLICATIONS**

No risks have been identified. The report transparently outlines event sponsorships approved within delegation during the three-month reporting period.

## **FINANCIAL/RESOURCE IMPLICATIONS**

The outlined financial support will be covered by dedicated event sponsorship funding allocated within the 2023-2024 City Events Budget.

## **COMMUNITY AND OTHER CONSULTATION**

Meetings have been held with representatives from the sponsored organisations prior to and following the submission of the event sponsorship applications.

## **CONCLUSION**

Under council's Event Sponsorship Policy, it is required that all sponsorships including sponsorships under \$15,000 excl. GST and all ticket allocations are recorded in a quarterly report to the Community, Culture, Arts and Sport Committee.

This report details all event sponsorships approved within the 1 October 2023 to 31 December 2023 reporting period.

**HUMAN RIGHTS IMPLICATIONS**

HUMAN RIGHTS IMPACTS
<b>RECEIVE AND NOTE REPORT</b>
The Recommendations A, B and C, Event Sponsorship allocation during the period of 1 October 2023 to 31 December 2023 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.

Nikki Christian  
**EVENT SPONSORSHIP AND ATTRACTION OFFICER**

I concur with the recommendations contained in this report.

Lauren Roche  
**CITY EVENTS MANAGER**

I concur with the recommendations contained in this report.

Carly Gregory  
**MANAGER, MARKETING AND PROMOTIONS**

I concur with the recommendations contained in this report.

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

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

Doc ID No: A9772540

ITEM: 4  
SUBJECT: CX PROGRAM COMMITTEE QUARTERLY REPORT - DECEMBER 2023  
AUTHOR: CUSTOMER EXPERIENCE COORDINATOR  
DATE: 16 JANUARY 2024

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### **EXECUTIVE SUMMARY**

This is a report concerning the Customer Experience Program of Work, providing an update on the progress of the Customer Experience Priorities, as well as the impacts resulting from the preceding Immediate Action Plan.

### **RECOMMENDATION/S**

**That the December 2023 quarterly report concerning council's Customer Experience Program of Work be received and the contents noted.**

### **RELATED PARTIES**

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

### **IFUTURE THEME**

A Trusted and Leading Organisation

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

During this quarter, the CX Program has focused on firming up governance and continuing delivery on the Customer Experience Priorities. The CX Program Quarterly Report - December 2023, details the progress made and the impact on both customer and staff experience.

### **LEGAL IMPLICATIONS**

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

### **POLICY IMPLICATIONS**

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



### **RISK MANAGEMENT IMPLICATIONS**

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

### **FINANCIAL/RESOURCE IMPLICATIONS**

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

### **COMMUNITY AND OTHER CONSULTATION**

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

### **CONCLUSION**

Focus for the Customer Experience Program has been on the firming up of governance achieved through a new Executive-led PCG and revised Project Management Plans for the Program and the ongoing delivery of the Customer Experience Priorities. The CX Program is well positioned to deliver strongly in 2024.

### **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.	CX Program Quarterly Report - December 2023 Committee <a href="#">↓</a> 
2.	Customer Experience Strategy <a href="#">↓</a> 

Patrick Hyde

#### **CUSTOMER EXPERIENCE COORDINATOR**

I concur with the recommendations contained in this report.

Samantha Chandler

#### **MANAGER, LIBRARIES AND CUSTOMER SERVICES**

I concur with the recommendations contained in this report.

Ben Pole

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

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

Ipswich City Council  
**CX Program  
Committee  
Quarterly  
Report**  
31 December 2023

**YEARS 1-3**  
**Customer  
Experience  
Strategy**  
Ipswich City Council

**CX FOCUS**  
GREAT EVERYDAY EXPERIENCES - EVERY DAY

City of Ipswich

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# Customer Experience Program – December 2023 Report

## Introduction

This is the Customer Experience (CX) Program quarterly report. This report provides an update to the progress of the CX Program of Work across Council, per the Customer Experience Strategy. During this quarter, the team have continued to firm up program governance while still progressing with key Customer Experience Priorities (CXPs). This report details the progress made and improvements in both customer and staff experiences as a result.

## Customer Experience Strategy Progress

### Governance

#### Program Control Group

As noted in the last report, the growing complexity and remit of the Program meant moving to an Executive-led governance structure was appropriate. A new PCG, composed of the Executive Leadership Team (ELT), was finalised this quarter. The first session was held on 27 November 2023.

#### Revised Project Management Plans

Per the last report, the transition to the CX Strategy and the results and recommendations of the first CX Maturity Review prompted a re-examination of the Project Management Plans (PMPs) for the remaining CXPs. These changes aimed to bring further clarity and accountability in the Program. This includes the associated scope, milestones, and schedules. These PMPs were provided to the PCG for review and endorsement. It is expected this will be completed by early February, when the PCG reconvenes. Meanwhile, work has continued, with the provided recommendations in mind.

#### Changes to Reporting

The changes to the PMPs will have several impacts on the framing of Program progression and reporting:

1. Projects have been returned to singular deliverables, each aligned with a defined priority in the Strategy.
2. CXP 9: Customer Journey Solution Designs has been further broken down into 5 sub-projects, one for each service in review, as this work will progress with different timeframes and project working groups.
3. Progress will be noted on agreed stages and stage completion dates, to which project milestones are also aligned. These stages are Commencing, Drafting, Discovering, Designing, Delivering, Transitioning, Reviewing, and Concluding.
4. Progression will not be noted to an overall closing end date. Completion dates within the "CX Strategy Priorities Status" component of the report will reflect the end date of the current stage.
5. Upon conclusion of a project, the project will be noted at a stage of "Closed" and the closure date will be provided, enabling comparison with the baseline completion date originally provided.

## CX Strategy Priorities Status

The CX Strategic Priorities statuses as of 31 December 2023 are provided on the following page, reflective of the above changes to reporting.

Most projects currently remain at the stage of "Drafting" and status of "On track with minor issues", while they await review and endorsement by the PCG and final approval by the Program Sponsor (General Manager, CCED).

Project work has continued in the meantime, with progress detailed further in this report.

Item 4 / Attachment 1.

Priority	Start	Baseline Comp. Date	Current Stage	Stage Comp. Date	Status
Voice of the Customer (CXP 1)	01/12/2022	31/08/2022	Drafting	23/12/2023	
Customer Insights Access (CXP 2)	03/01/2022	22/12/2023	Drafting	23/12/2023	
Act on Insights (CXP 3)	03/01/2022	22/12/2023	Drafting	23/12/2023	
Community Engagement (CXP 4)	01/12/2022	22/12/2023	Drafting	23/12/2023	
Review Customer Information Systems (CXP 5)	01/12/2022	22/12/2023	Drafting	23/12/2023	
Customer Segmentation and Personas (CXP 6)	01/12/2022	29/09/2023	Drafting	23/12/2023	
Single View of the Customer (CXP 7)	01/12/2022	22/12/2023	Drafting	23/12/2023	
Customer Journey Mapping (CXP 8)	01/12/2022	29/09/2023	Drafting	23/12/2023	
Customer Journey Solution Designs (CXP 9)	01/12/2022	29/09/2023	Drafting	23/12/2023	
Decision Notices (CXP 9.1)	01/12/2022	29/09/2023	Closed	31/01/2023	CLOSED
Library Room Bookings (CXP 9.2)	01/12/2023	29/09/2023	Drafting	23/12/2023	
TBD Customer Services Project (CXP 9.3)	01/12/2023	29/09/2023	Drafting	23/12/2023	
Dog Registration (CXP 9.4)	01/12/2023	29/09/2023	Drafting	23/12/2023	
Parks, Halls, and Facilities Bookings (CXP 9.5)	01/12/2023	29/09/2023	Drafting	23/12/2023	
Service Catalogue Transparency (CXP 10)	3/01/2023	28/07/2023	Drafting	23/12/2023	
Content Consolidation Review (CXP 11)	1/12/2023	23/02/2024	Drafting	23/12/2023	
Implement Proactive Communication (CXP 12)	3/01/2023	29/12/2023	Drafting	23/12/2023	
CX On-boarding Training (CXP 13)	3/01/2023	30/06/2023	Drafting	23/12/2023	
Customer-Centric EX Program (CXP 14)	1/12/2022	-	-	-	TRANSFERRED
CX KPIs for Business Units (CXP 15)	3/01/2023	22/12/2023	Drafting	23/12/2023	
CX Working Group (CXP 16)	1/06/2022	31/03/2023	Closed	27/03/2023	CLOSED
CX Cross Functional Teams (CXP 17)	1/12/2022	22/12/2023	Drafting	23/12/2023	
Annual CX Maturity Review (CXP 18)	1/12/2022	27/06/2025	Drafting	23/12/2023	

Legend	
	On track
	On track with minor issues
	Off track

## *CX Strategy Priorities Progress*

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

A final workshop was held between CX and ICT staff in December, coordinated by a partner consultant, IBRS. Business and system requirements that will underpin an Expression of Interest procurement exercise were finalised. As a result, IBRS was able to draft documentation supporting the EOI, provided for finalisation by representatives from our internal Procurement team. A release to market is expected to occur in Quarter 1, 2024. A procurement panel and evaluation criteria will be finalised at the same time, composed of representatives from all relevant areas.

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

The existing customer insights call-back processes have been transitioned to Customer Services, enabling CX staff to turn to the expansion of customer insight collection. Early discovery has highlighted potential options within both systems (such as Pathway and Genesys) and at physical locations, such as via kiosks at our libraries.

### *Community Engagement (CXP 4)*

Planning is underway for the community engagement campaign, expected to be held in late 2024. Teams that already connect with the community have been approached for involvement.

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

Work has been undertaken to investigate the various systems that hold customer and service management information, including our three key systems: the Customer Engagement System (CES), Pathway, and Genesys. This review, to be formalised in a report to the PCG, has revealed a range of data that can also be captured and then provided within interactive dashboards. Recommendations will highlight opportunities for strategic use by staff and for informing the public.

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

Following staff consultation, three more business transformation initiatives have been confirmed: Library room bookings; Dog registration; and Parks, halls, and facilities bookings. Workshops have been scheduled with staff in the New Year to determine the current state and opportunities for these services to become more customer-centric and efficient. The last remaining project is currently being finalised with the Customer Services team.

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

As part of this review, Customer Experience has taken leadership and coordination responsibility of *Scripting*. Scripts are documents that collate information about services and answers to potential questions customers may pose. They enable staff without specialised knowledge to answer customer queries. Due to the breadth of complexity of scripts at council, their ongoing management is difficult, resulting in out-of-date information and impacting quality of service. Working alongside staff from Customer Services, CX will address the current backlog of script update requests, as well as action improvements addressing the identified issues. More broadly, these findings will help inform other service management content efforts across the organisation.

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

Planning is underway for the next CX Maturity Review, expected to be held in the second half of 2024.

## *Immediate Action Plan Impacts*

As the Program now solely focuses on delivery of the Customer Experience Strategy, we bring attention to the benefits resulting from our work within the preceding Immediate Action Plan (IAP).

### *“Snap Send Solve” - Improve Contact Points (IAP 1 + 10)*

The enterprise version of Snap Send Solve - an on-the-go reporting app for issues within the community - successfully launched on 1 August 2023. In conjunction with ICT, the application was integrated with CES. This enabled the automatic allocation of requests to internal teams, bypassing manual intervention by our Contact Centre. It also updated the “Report an Issue” function on the council website with a Snap Send Solve webform. Since its launch 5 months ago, 4,788 requests have been raised via the application, with 4,596 (95.97%) being automatically allocated to internal teams. Between launch and 22 December 2023, Snap Send Solve requests took an average of 233.58 hours to complete, comparative to the average seen across all channels (217.37 hours). Based on original time-in-motion measurements (3.75 minutes per request), this has also resulted in an approximate reallocation of 287.25 hours of Contact Centre staff time, primarily to manage other customer queries.

*“Customer Insights Management” - Customer Insights (IAP 2) and Close the Loop (IAP 9, 11 + 12)*

As a result of these deliverables, most customer service requests managed through CES received a standardised opening and closing message. Attached to the closure is an invitation to a survey, enabling customers to report on the ease and satisfaction of their service. Customers are also provided the option of a call-back from our staff, to provide further insights. This information is then used to inform ongoing service improvement. Since the launch of the customer insights program on 14 November 2022, over 3,200 surveys have been completed and over 370 calls made to customers. Accessible to all staff through an interactive dashboard, teams across council can review these sentiments, celebrating and reinforcing the positive and reacting to and alleviating the negative. Analysis across all feedback is also undertaken, identifying trends that inform further strategic and operational action. For example, the theme of “communication throughout service” has been identified, further reinforcing the priority of the ‘Communication’ CXPs (10, 11 + 12).

*“Customer Liaison Officer Submission Tool” - Improved Councillor Comms Framework (IAP 3)*

This project delivered a submission portal for our Council Liaison Officers (CLOs), enabling them to raise requests from the community and behalf of customers. Like Snap Send Solve, the portal is directly linked to CES, enabling the automatic allocation of requests through “guided interviews”, which are forms that follow a question-based logic. Given the potential breadth of requests, the top volume requests received specific, custom interviews. The remainder are captured in a more generic interview. Since its launch on 8 June 2023, 544 requests have been managed via the tool, with 313 (57.54%) through specific guided interviews and 231 (42.46%) via the generic guided interview. Only 34 requests have been raised by other means during this time. Overall, this means faster resolution time for those customers who reach out to our elected representatives and their offices.

*“Customer Services Quality Management” - In House Quality Assurance for Customer Services (IAP 14)*

This project delivered a quality management program within customer services, providing enhanced initial training, a transparent framework for performance, and continuous coaching and development within staff. Since its inception in early 2019, our Contact Centre improved their overall ranking in the associated CSBA *Customer Experience Benchmarking* from 16<sup>th</sup> to a 4<sup>th</sup> place ranking against 40 other councils in September 2022. This performance has remained consistent to the most recent assessment in September 2023, with Ipswich City Council coming in 5<sup>th</sup>.

*“Customer Charter” - Strengthen CX Framework (IAP 16 + 17)*

The Customer Charter now appears on the council website, as well as a variety of customer- and staff-facing physical locations. This includes the Concierge and working levels in Nicholas Street, the Visitor Information Centre, and our libraries. It also forms part of all staff inductions, highlighting the importance of the principles within from Day 1.

*“Decision Notices” - Customer Journey Solution Design 1 (CXP 9.1)*

Although a deliverable under the CX Strategy, the first Customer Journey Solution Design project was undertaken alongside the IAP. Work focused on Private Certifier Applications (Decision Notices), an archiving service utilised by businesses and contractors. Through the introduction of an electronic portal, system improvements, and automation, customers could now choose between the traditional council processed lodgement (either by email, post, or in-person) or an online self-service option. Due to the difference in manual handling, fees for the self-service option were reduced to \$112, compared to \$225 for email submission or \$279 for in-person or by post.

Since the launch of the self-service option in December 2022, over 3,100 fee-incurring Decision Notices lodgements were submitted via this channel. Of these, over 2,000 lodgements were made after 01 July 2023, benefiting from the price reduction. Comparing the 6-month periods before and after the price change, there has been a 74.31% total increase in the use of the online submission option, with a comparative reduction of email, in-person, and post submission by 66.26% for fee-incurring Decision Notices. As a result, 0.40 FTE of staff time has been reallocated in the Lodgements team, enabling faster resolution of other requests.

## Conclusion

For the last quarter of 2023, the Customer Experience team has been focused on the development of governance - through the establishment of an Executive-led Program Control Group and revision of the remaining Project Management Plans - as well as continued progress on the Customer Experience Priorities. The impact of the Program is now evident, as outcomes of the Immediate Action Plan delivery come to fruition. The Customer Experience team will continue to work with the organisation, elected representatives, and the community to deliver great outcomes in 2024.



**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

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

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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.

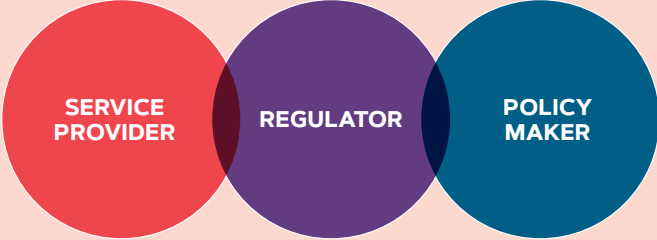


### The benefits of getting CX right:

- ✓ 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...




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



... and the customers we interact with are numerous and varied.

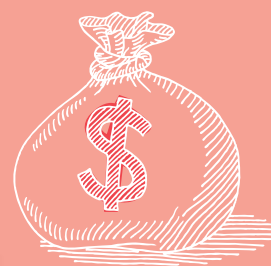
Over 1,400 of our people are responsible for the delivery of customer experience.



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

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>



LISTEN

UNDERSTAND

DESIGN

COMMUNICATE

EMPOWER

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

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

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

## 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.

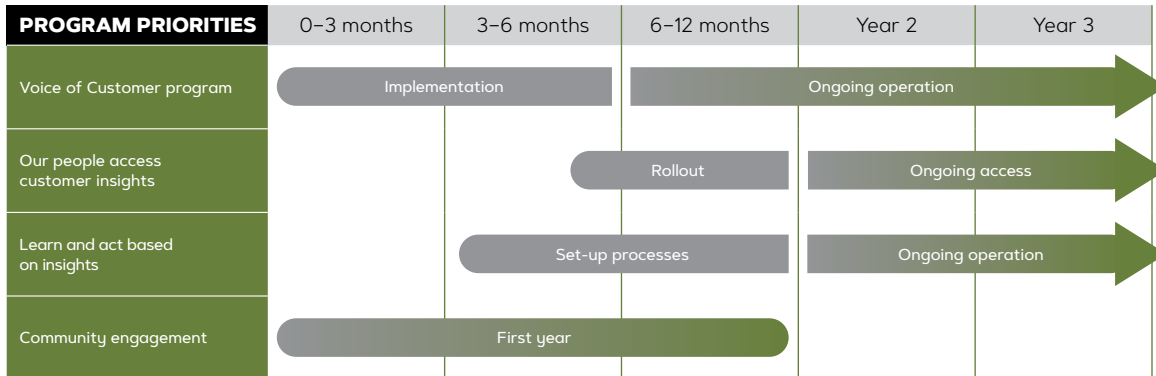
### IMPACT THIS WILL HAVE

- ✓ **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>



# UNDERSTAND

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

### PROGRAM PRIORITIES

- 1. Review customer information systems** – inform and support the iVolve project by identifying opportunities and recommending outcomes that supports customer understanding.
- 2. Customer segmentation** – understand the needs of different customer segments to inform future customer journeys during design workshops.
- 3. Organisation wide system** – inform and support the iVolve project in the implementing of an organisation wide system to provide a single comprehensive view of each customer with a data-driven approach to personalise experiences.



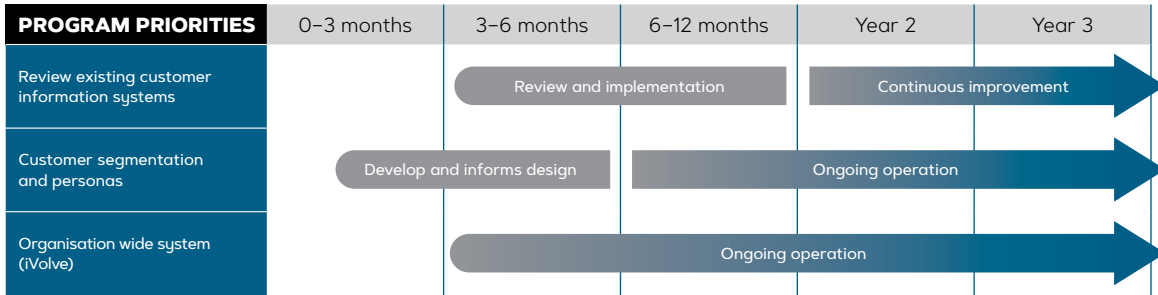
### HOW WILL WE KNOW WE ARE IMPROVING?

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

### IMPACT THIS WILL HAVE

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

**ROADMAP FOR UNDERSTAND**

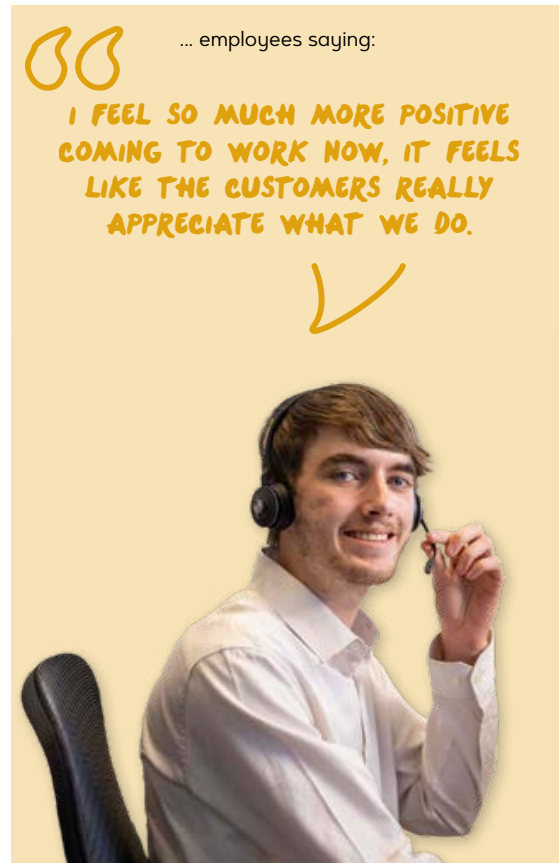


**SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP**

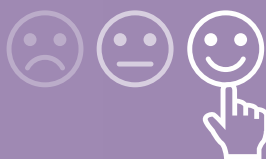
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
iVolve Project	Performance Branch
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch

**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?

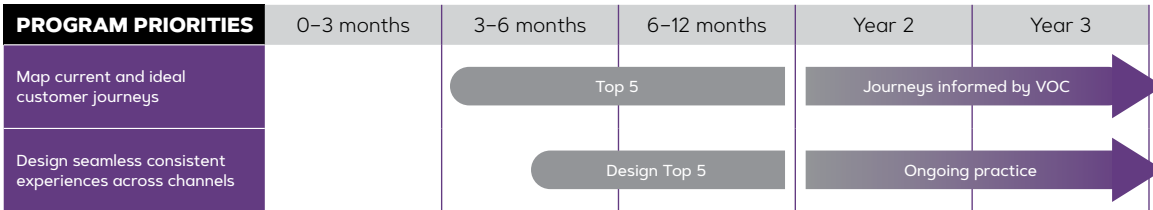
- ✓ Customers will not have to repeat themselves regardless of which channel or service they access.
- ✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.
- ✓ Teams will have access to relevant customer information no matter where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



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



*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.*



# COMMUNICATE

### 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?

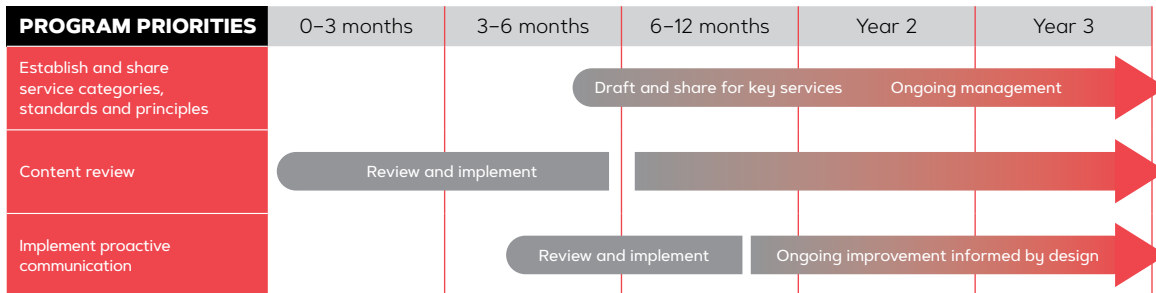
- ✓ There will be a reduced number of avoidable contacts.
- ✓ Customers will not contact us to follow up on previous request.
- ✓ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.
- ✓ Reduced customer effort.

### 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**

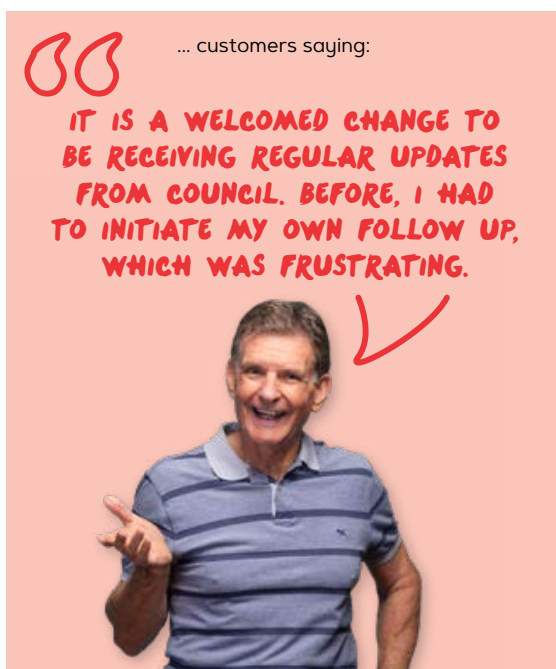


**SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP**

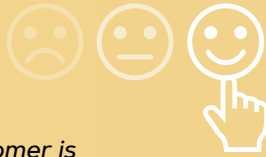
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Marketing Services	Marketing and Promotions Branch
Financial Accounting	Finance Branch
Integrated Planning and Reporting	Performance Branch
Media and 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...



## 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?

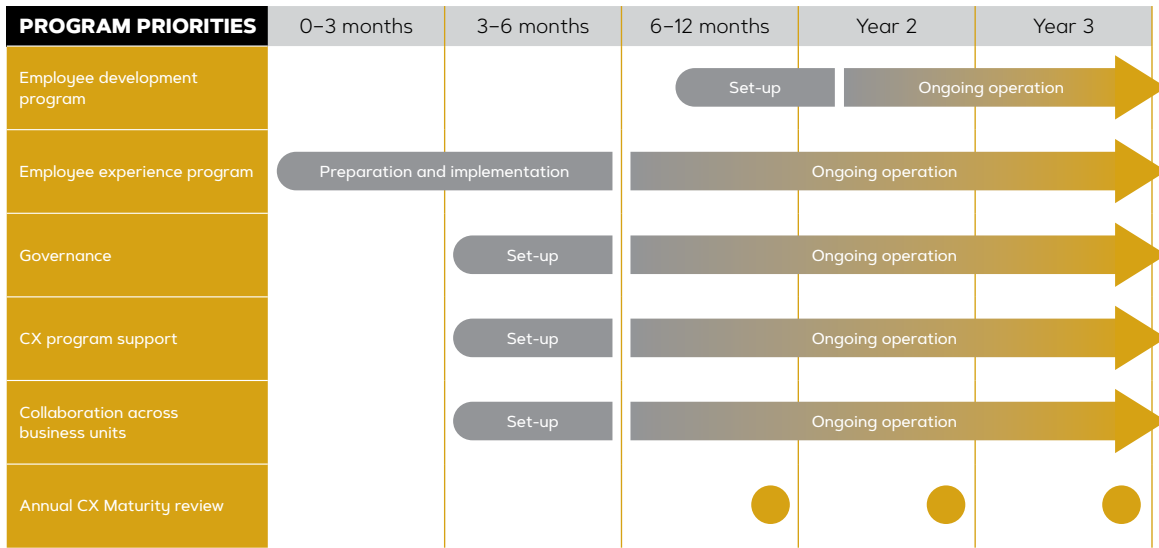
- ✓ Improved employee experience measures.
- ✓ All people, including those who are not customer facing, will have customer focused goals.
- ✓ Established processes in place for cross department collaboration.
- ✓ Our people will see and hear support from the Leadership Team.
- ✓ CX Maturity will move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

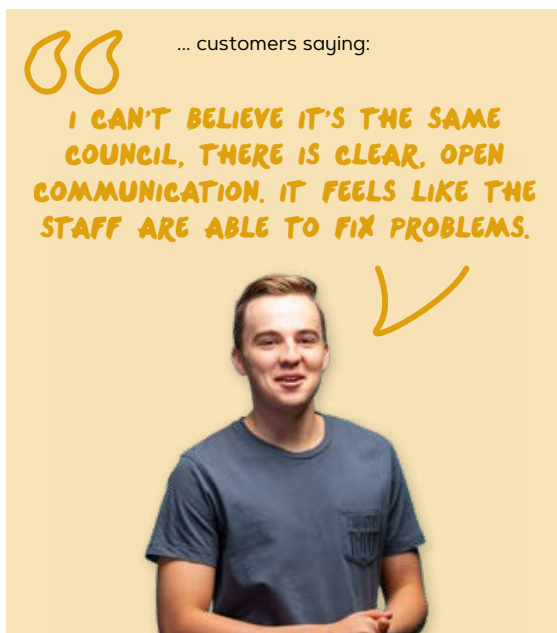


**SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP**

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

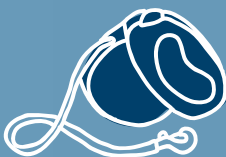
**THE FUTURE OF 'EMPOWER'**

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





**WE HAVE A NEW  
ADDITION TO THE FAMILY.  
WHAT SHOULD WE DO TO BE  
A RESPONSIBLE PET OWNER?**



## 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

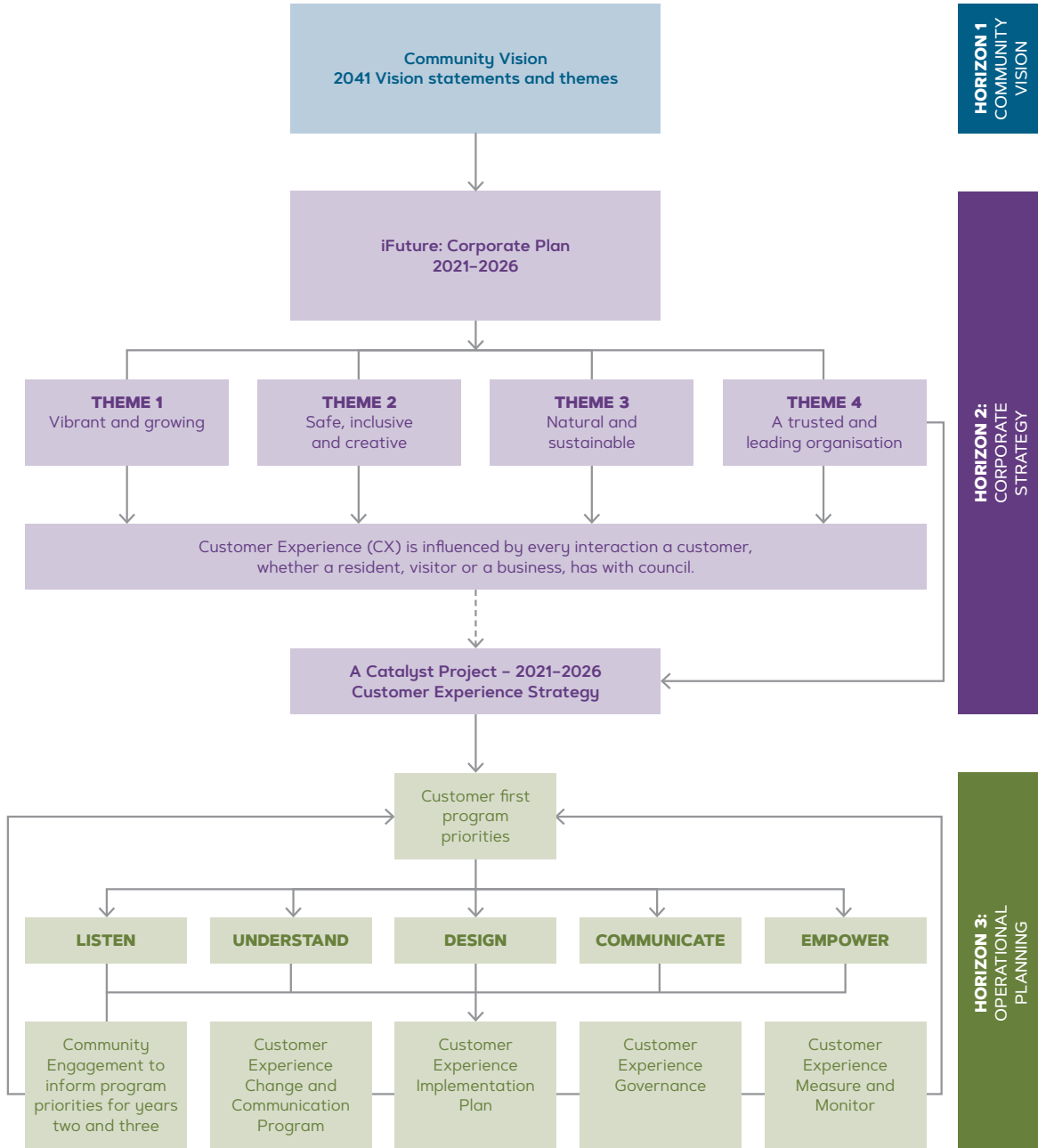
NPS Score » Customer Satisfaction » Customer Effort

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 2.

