



**City of
Ipswich**

AGENDA

COMMUNITY AND SPORT COMMITTEE

Tuesday, 14 October 2025

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

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

COMMUNITY AND SPORT COMMITTEE AGENDA

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** Item includes confidential papers

COMMUNITY AND SPORT COMMITTEE NO. 2025(09)

14 OCTOBER 2025

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. 2025(08) OF 16 SEPTEMBER 2025**

RECOMMENDATION

That the minutes of the Community and Sport Committee held on 16 September 2025 be confirmed.

OFFICERS' REPORTS

2. **COMMUNITY AND SPORT 2024 - 2025 REPORT CARD**

This is a report concerning the 2024-2025 Community and Sport Report Card delivered by the Community and Cultural Services Branch.

Attachment 1 presents the annual Community and Sport Report Card highlighting the goals, achievements and key deliverables for the 2024-2025 financial year. It clearly identifies the cohesive and collegiate approach undertaken by the teams to deliver great outcomes for our community.

RECOMMENDATION

That the Community and Sport 2024 - 2025 Report Card be received, and the contents noted.

3. CUSTOMER EXPERIENCE REPORT - 1 APRIL 2025 TO 30 SEPTEMBER 2025

This is a report concerning the Customer Experience (CX) program of work including the implementation of the CX Strategy.

RECOMMENDATION

That the CX Program Committee Report 1 April 2025 to 30 September 2025 concerning Council's Customer Experience Program of work be received and the contents noted.

4. REPORT - MULTICULTURAL ADVISORY COMMITTEE NO. 2025(03) OF 25 SEPTEMBER 2025

This is the report of the Multicultural Advisory Committee No. 2025(03) of 25 September 2025.

RECOMMENDATION

That Council adopt the recommendations of the Multicultural Advisory Committee No. 2025(03) of 25 September 2025.

NOTICES OF MOTION

MATTERS ARISING

QUESTIONS / GENERAL BUSINESS

COMMUNITY AND SPORT COMMITTEE NO. 2025(08)

16 SEPTEMBER 2025

MINUTES

COUNCILLORS' ATTENDANCE:

Councillor Jacob Madsen (Chairperson); Councillors Pye Augustine (Deputy Chairperson), Acting Mayor Nicole Jonic, Marnie Doyle, Andrew Antonioli, David Martin and Jim Madden

COUNCILLOR'S APOLOGIES:

Mayor Teresa Harding

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 (Seren McKenzie), Acting General Manager Environment and Sustainability (Phil A Smith), Chief of Staff – Office of the Mayor (Melissa Fitzgerald), Community and Sport Manager (Melissa Dower), Indigenous Australian Community Development Officer (Derek Kinchela), Manager Libraries and Customer Services (Samantha Chandler), Senior Communications and Policy Officer (Jodie Richter), Senior Media Officer (Darrell Giles) and Venue Technician (Max Moylan)

LEAVE OF ABSENCE

RECOMMENDATION

Moved by Councillor Marnie Doyle:
Seconded by Acting Mayor Nicole Jonic:

**That a leave of absence be granted for Mayor Teresa Harding for the
Community and Sport Committee of 16 September 2025.**

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antonioli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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. 2025(07) OF 19 AUGUST 2025

RECOMMENDATION

Moved by Councillor Marnie Doyle:
Seconded by Councillor Pye Augustine:

**That the minutes of the Community and Sport Committee held on 19 August
2025 be confirmed.**

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

OFFICERS' REPORTS

2. CUSTOMER SERVICES REPORT CARD 2024 - 2025

This is a report concerning the Customer Services Report Card 2024 - 2025.

RECOMMENDATION

Moved by Acting Mayor Nicole Jonic:

Seconded by Councillor Marnie Doyle:

That the Customer Services Report Card 2024 - 2025 be received and the contents be noted.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

3. INDIGENOUS ACCORD OUTCOMES REPORT 2020 - 2025

This is a report concerning the status of the Indigenous Accord 2020 - 2025 and highlights key achievements to date as detailed in the attached outcomes report.

RECOMMENDATION

Moved by Councillor David Martin:

Seconded by Councillor Jim Madden:

That the report concerning the status of the Indigenous Accord 2020 - 2025 be received and the contents noted.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

4. REPORT - MULTICULTURAL ADVISORY COMMITTEE NO. 2025(02) OF 28 AUGUST 2025

This is the report of the Multicultural Advisory Committee No. 2025(02) of 28 August 2025.

RECOMMENDATION

Moved by Councillor Pye Augustine:

Seconded by Councillor Marnie Doyle:

That Council adopt the recommendations of the Multicultural Advisory Committee No. 2025(02) of 28 August 2025.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

1. CONFIRMATION OF MINUTES OF THE MULTICULTURAL ADVISORY COMMITTEE NO. 2025(01) OF 10 JULY 2025

RECOMMENDATION

That the minutes of the Multicultural Advisory Committee held on 10 July 2025 be confirmed.

2. TERMS OF REFERENCE

This is a report concerning the updated draft Terms of Reference for consideration by the Multicultural Advisory Committee.

RECOMMENDATION

That the Terms of Reference for the Multicultural Advisory Committee as outlined in Attachment 1, be adopted.

3. VERBAL UPDATE ON THE MULTICULTURAL LEADERS NETWORK

Chief Executive Officer (Sonia Cooper) led an officer update on the Multicultural Leaders Network.

RECOMMENDATION

That the verbal update be received and noted.

Councillor Antoniolli arrived at the meeting at 1.09 pm.

ACTION

- A. *That a meeting be organised with the new Chief Executive of Multicultural Australia including the Chair and Deputy Chair of the Multicultural Advisory Committee and Council's Community and Sport Manager (Melissa Dower) and the Acting Senior Community Activation Manager (Tanya Appleton) to discuss the Multicultural Leaders Network forum and Multicultural Australia's role in the forum and a report on the outcome be submitted to the next Multicultural Advisory Committee.***
- B. *That a meeting be organised with Settlement Services International (SSI) to introduce the Chair and Deputy Chair of the Multicultural Advisory Committee and Council's Community and Sport Manager (Melissa Dower) and the Acting Senior Community Activation Manager (Tanya Appleton) and discuss SSI's objectives for Ipswich.***
- C. *That the Community and Sport Manager provide a copy of the Darling Downs and West Moreton Public Health Network (PHN) Multicultural Joint Regional Health Needs Assessment to assist in informing the work done through the PHN.***

4. **GENERAL DISCUSSION** *(within the purpose and scope of the committee)*

The Chief Executive Officer advised that in respect of 3(b) of the Terms of Reference under Roles and Responsibilities as follows; that officers can bring forward future agenda items providing updates on progress in relation to these matters:

- (b) Monitor progress of key commitments and initiatives of council, including but not limited to the:*
 - i. culture and diversity goals in the Ipswich Community Development Strategy;*
 - ii. cultural commitments in the Ipswich 2032 Legacy Roadmap.*

5. REPORT - LIBRARIES AND CUSTOMER SERVICES ADVISORY COMMITTEE
NO. 2025(03) OF 2 SEPTEMBER 2025

This is the report of the Libraries and Customer Services Advisory Committee
No. 2025(03) of 2 September 2025.

RECOMMENDATION

Moved by Councillor Marnie Doyle:
Seconded by Councillor David Martin:

**That Council adopt the recommendations of the Libraries and Customer
Services Advisory Committee No. 2025(03) of 2 September 2025.**

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antoniolli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

1. CONFIRMATION OF MINUTES OF THE LIBRARIES AND CUSTOMER SERVICES
ADVISORY COMMITTEE NO. 2025(02) OF 8 JULY 2025

RECOMMENDATION

***That the minutes of the Libraries and Customer Services Advisory Committee
held on 8 July 2025 be confirmed.***

2. IPSWICH LIBRARIES PROGRAMS AND SERVICES

This is a report concerning Library Programs and Services.

*This report demonstrates how the delivery of Library Programs and Services aligns
with the strategic priorities of the organisation, while also aiming to meet the
requirements outlined in the Queensland Public Library Standards.*

*The report includes comprehensive data on program locations, the number of
sessions delivered, attendance figures, and the operational expenditure allocation
for the 2024 – 2025 financial year.*

RECOMMENDATION

That the report be received and the contents noted.

4. **GENERAL DISCUSSION** *(within the purpose and scope of the committee)*

The General Manager (Community, Cultural and Economic Development), Ben Pole, requested that councillors advise him of any items they wish to include on the agenda for the next committee meeting.

The Manager of Libraries and Customer Services, Samantha Chandler, advised the committee that at the 2025 Queensland Auscontact Excellence Awards, presented by the Australian Contact Centre Association, Ipswich City Council was a finalist in the Contact Centre of the Year and Council's Contact Centre Coordinator won the Contact Centre Manager of the year category. Councillor Jacob Madsen (Chairperson) requested that congratulations be formally extended to the team.

6. **REPORT - SPORT AND RECREATION ADVISORY COMMITTEE NO. 2025(03) OF 2 SEPTEMBER 2025**

This is the report of the Sport and Recreation Advisory Committee No. 2025(03) of 2 September 2025.

RECOMMENDATION

Moved by Councillor Andrew Antonioli:
Seconded by Councillor David Martin:

That Council adopt the recommendations of the Sport and Recreation Advisory Committee No. 2025(03) of 2 September 2025.

AFFIRMATIVE

Councillors:

Madsen

Augustine

Jonic

Doyle

Antonioli

Martin

Madden

NEGATIVE

Councillors:

Nil

The motion was put and carried.

1. **CONFIRMATION OF MINUTES OF THE SPORT AND RECREATION ADVISORY COMMITTEE NO. 2025(02) OF 8 JULY 2025**

RECOMMENDATION

That the minutes of the Sport and Recreation Advisory Committee held on 8 July 2025 be confirmed.

2. **CITY LIVEABILITY PROJECTS AND 22B DEVELOPMENT AT SPRINGFIELD**

This is a report for discussion concerning City Liveability Projects and 22B Development at Springfield.

RECOMMENDATION

That the report and presentation be received and noted.

DISCUSSION:

The committee discussed the following matters:

City Liveability Projects

- *Project overview and deliverables*
- *Current activation and tenured user groups*
- *Activation in 2028*
- *The unintended consequences of the City Liveability projects*

Acting Mayor Nicole Jonic left the meeting at 3.12 pm and returned at 3.13 pm.

Councillor Andrew Antonioli left the meeting at 3.48 pm.

ACTION:

The Community and Sport Manager to:

- ***Finalise scope of works for Tenure Review and engage external consultant.***
 - ***Draft a hierarchy of use framework for sporting asset use to help inform current and future asset allocation and infrastructure planning.***
 - ***Develop a high-level communication plan in regards to the intended tenure review and Hierarchy of Use framework.***
 - ***In parallel, review current tenure operations and prepare a presentation for Councillors at future Sport and Recreation Advisory committee meeting.***
-

NOTICES OF MOTION

Nil

MATTERS ARISING

Nil

QUESTIONS / GENERAL BUSINESS

Nil

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 10.44 am.

The meeting closed at 10.49 am.

Doc ID No: A11760184

ITEM: 2

SUBJECT: COMMUNITY AND SPORT 2024 - 2025 REPORT CARD

AUTHOR: COMMUNITY AND SPORT MANAGER

DATE: 3 SEPTEMBER 2025

EXECUTIVE SUMMARY

This is a report concerning the 2024-2025 Community and Sport Report Card delivered by the Community and Cultural Services Branch.

Attachment 1 presents the annual Community and Sport Report Card highlighting the goals, achievements and key deliverables for the 2024-2025 financial year. It clearly identifies the cohesive and collegiate approach undertaken by the teams to deliver great outcomes for our community.

RECOMMENDATION/S

That the Community and Sport 2024 - 2025 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 showcase the diverse and impactful work delivered by the Community and Cultural Services Branch; this branch plays a pivotal role in enhancing community wellbeing, resilience, and connection through sport, recreation, outreach, and facility activation. Their work spans grassroots engagement with not-for-profit sporting organisations, delivery of health and wellbeing programs, and activation of community spaces.

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 Sport activities were delivered within budget and resource allocations provided in the 2024-2025 financial year.

COMMUNITY AND OTHER CONSULTATION

As identified in the Community Development Strategy, the Community and Cultural Services Branch understands that community development is about 'doing with rather than doing for'. Therefore, the team continue to seek input from the community and build meaningful relationships as we continue to strive for excellence in a strength-based approach to community development across our city.

CONCLUSION

The report provides valuable insight into the work, programs, initiatives and achievements the Community and Cultural Services Branch delivered across the 2024-2025 financial year.

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.	2024-2025 Community and Cultural Services Report Card - Community and Sport 
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Melissa Dower

COMMUNITY AND SPORT 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”

2024-2025

Community and Cultural Services Report Card

Community and Sport



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.

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.

WELLBEING

- \$1,086,613 in Community Funding delivered through 424 approved applications – up 8.16% benefiting 361 unique applicants – 10.74% increase
- Active and Healthy program delivered 1,953 activities – an increase of 50.8% engaging over 10,000 community members and generating 31,397 instances of participation, reflecting a 43.9% growth
- Home Assist delivered 7,600 services – reflecting 31.44% growth.

CAPACITY BUILDING AND RESILIENCE

- 289 community development meetings facilitated
- 3,119 attendees at Capacity Building and Community Development Workshops
- The 'Swish Speaks Out' Domestic and Family Violence Prevention Summit welcomed 150 attendees, an increase of 36.36%
- Stronger Communities Workshops brought together volunteers from over 148 community groups across the city, strengthening local capacity and collaboration
- Over 300 students attended the 'Talkin' it Up!' Youth Mental Health Forum at Ipswich Civic Centre.



ACTIVATION

- 38 community services and groups delivering a combined 15,516 hours of service at our Community Centres (Redbank Plains Community Centre, Riverview and District Community Centre, Goodna Community Centre)
- 182,000 hours of organised sport use, averaging 88% utilisation, a 12.35% increase from previous year
- 790 permits issued covering seasonal, casual, community and school use, a 31.67% increase from previous year
- 6,500 attendees and 100+ exhibitors participated in our NAIDOC Cultural Family Fun Day.

SUCCESSFUL FUNDING

- Active Women and Girls, **\$27,500** from Department of Tourism, Innovation and Sport
- Active Australian Innovation Challenge (Heart Foundation), **\$33,000**
- Department Transport and Main Roads – Bike Riding Encouragement program, **\$5,480.**



NEW FACILITIES AND FUNDED PROJECTS

- Silver Jubilee Clubhouse – \$3.5 million (\$1.97 million council secured grant funding)
- Blue Gum Reserve Canteen and change rooms – (Flood Recovery funding)
- Ipswich Knights Fencing Repair – \$15,000
- Marburg Mt Crosby Thunder Cricket Club Training Nets – \$12,614
- Redbank Plains Bears JRLFC Scoreboard – \$12,000
- Queensland Pioneer Steam Railway Co-op Ltd Future Proofing the Swanbank Loop – \$15,000.

CIVIC PARTICIPATION

- 61 Ipswich Youth Advisory Council members provided feedback on Brisbane 2032, Active and Healthy (2024 and 2025), Olympics 2032, Arts and Cultural: Future Festivals, Strategic Regulation Policy, Homelessness, EMU: Disaster Preparedness, Riverheart Parklands, How to petition State Parliament, Western Resource Recovery Engagement, Ipswich Film Festival for Youth: Creating Future Film Festivals.



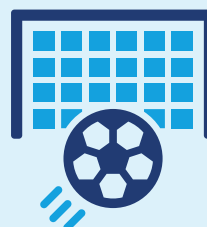
GOODNA COMMUNITY CENTRE

Goodna facility has been restored and renamed following damage from the 2022 floods. The opening of the Goodna Community Centre as a dedicated facility designed to improving community health outcomes.

24/25 HIGHLIGHTS

166 sport and recreation clubs across

41 sports



47 locations providing

287 active/formal playing spaces

101 courts – **91%** under lights



105 fields – **74%** under lights

91 other facilities – **52%** under lights
e.g.: practice nets, athletics, tracks, equestrian, bowls/croquet and motorsport.





City of
Ipswich

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Doc ID No: A12016750

ITEM: 3

SUBJECT: CUSTOMER EXPERIENCE REPORT - 1 APRIL 2025 TO 30 SEPTEMBER 2025

AUTHOR: CUSTOMER STRATEGY AND EXPERIENCE MANAGER

DATE: 16 SEPTEMBER 2025

EXECUTIVE SUMMARY

This is a report concerning the Customer Experience (CX) program of work including the implementation of the CX Strategy.

RECOMMENDATION/S

That the CX Program Committee Report 1 April 2025 to 30 September 2025 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

This report outlines the progress of the Customer Experience (CX) Program of Work across Council, aligned with the Customer Experience Strategy (Attachment 2), covering the period from 1 April to 30 September 2025.

Throughout this timeframe, the CX team has advanced several key Customer Experience Priorities (CXPs), while carefully managing resources, organisational readiness, and availability. The report highlights achievements and enhancements in customer experience, employee engagement, and operational efficiency. Attachment 1 is the report of the CX program detailing progress of the program from 1 April 2025 to 30 September 2025.

A notable milestone during this period is the significant advancement of the Voice of the Customer Program.

The report also highlights the team's ongoing business-as-usual Customer Experience activities, including the management and maintenance of the Snap Send Solve platform, oversight of Customer Insights, coordination of Customer Experience management, and continued investment in CX-related learning and development.

LEGAL IMPLICATIONS

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

POLICY IMPLICATIONS

There is no discernible related policy implications associated with the 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 the 2024-2025 financial year and the 2025-2026 financial year. The budget for activities undertaken in these financial years have been 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
- Shane Andrews – Acting Customer Experience Coordinator

CONCLUSION

This report highlights the on-going delivery of the CX Program of work, including the CX priorities identified in the Customer Experience Strategy.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation A 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.	Customer Experience Program Report 1 April 2025 to 30 September 2025  
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2.	Customer Experience Strategy
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Jennifer Gisler

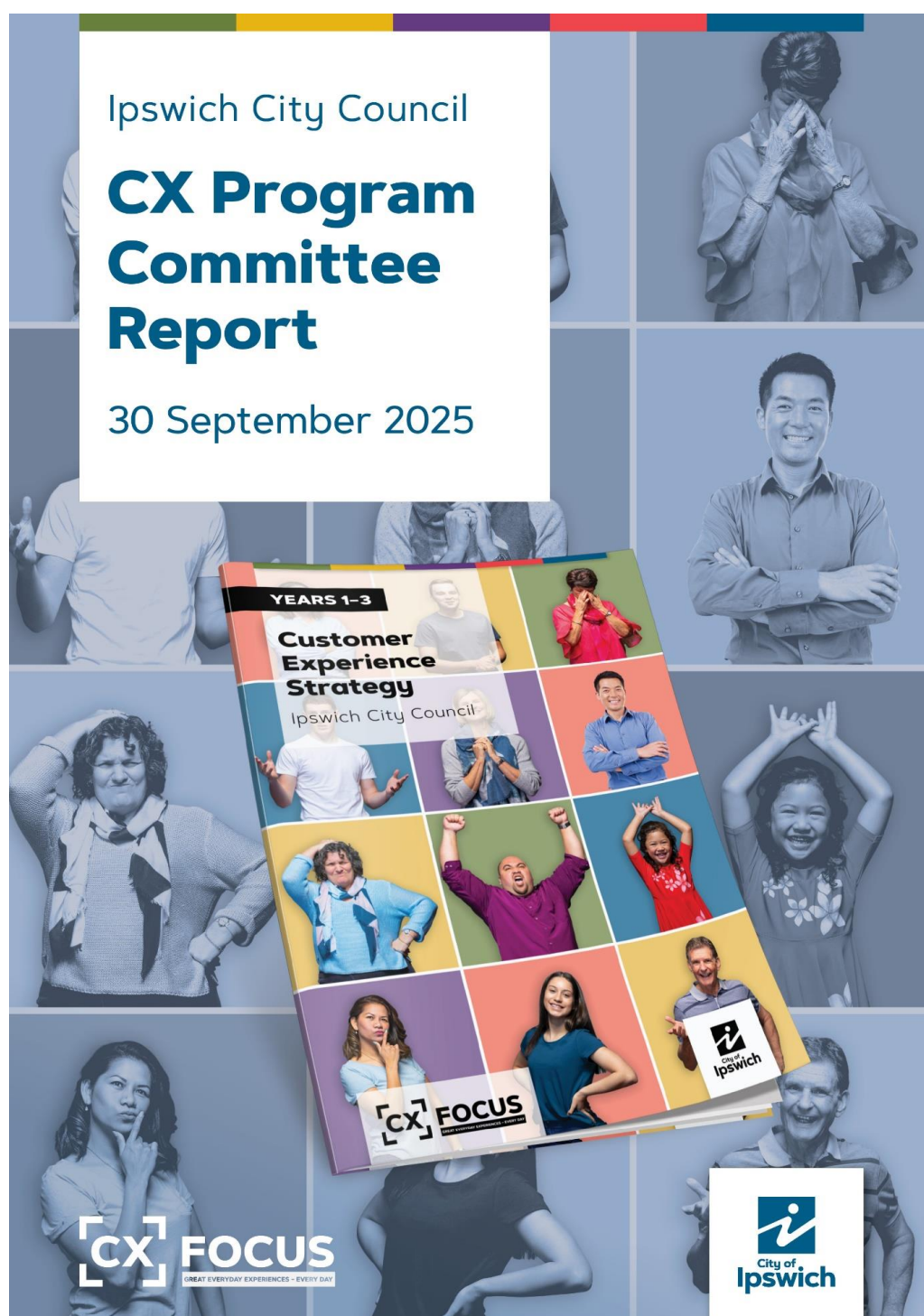
CUSTOMER STRATEGY AND EXPERIENCE MANAGER

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 as of 30 September 2025

Introduction

This report provides an update to the progress of the CX Program of Work across council, per the Customer Experience Strategy, from 1 April 2025 until 30 September 2025. During this period, the CX team have focused on the progression of multiple Customer Experience Priorities (CXPs) while balancing resources, organisational readiness and availability. This report details the progress made and improvements in customer experience, employee experience, and operational excellence as a result. Of high significance is the recent progression within the Voice of the Customer Program.

Customer Experience Strategy Progress

CX Strategy Priorities Status

The overall progression and statuses of the CX Strategic Priorities (CXPs) as of 30 September 2025 are provided on the following pages.

Over the past six months, steady progress has been made across five projects aligned with the Customer Experience (CX) Strategy Focus Areas—Service Redesign, Listen, Communicate, and Empowerment. These initiatives have advanced through the Design, Delivery, and Closing stages, with two projects successfully delivered and closed during this period. A small number of projects are currently marked as 'Paused' primarily due to dependencies on further planning and resource allocation.

Customer Experience Priorities Overall Progress from 1 April 2025 to 30 September 2025

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

* CJSD = Customer Journey Solution Design x = Project's Current Phase

Item 3 / Attachment 1.

Customer Experience Priorities Statuses as of 30 September 2025

Priority	PMP Approval Date*	Current Stage	Scheduled Stage Comp. Date	Progress Status
Voice of the Customer (CXP 1)	08/02/2024	Delivery	31/12/2025	UNDERWAY
Customer Insights Access (CXP 2)	08/02/2024	Closed	30/06/2025	CLOSED
Act on Insights (CXP 3)	08/02/2024	Discovery	30/06/2025	PLANNING
Community Engagement (CXP 4)	08/02/2024	Discovery	01/03/2026	PAUSED
Review Customer Information Systems (CXP 5)	08/02/2024	Closed	30/04/2024	CLOSED
Customer Segmentation and Personas (CXP 6)	08/02/2024	Discovery	30/06/2024	PLANNING
Single View of the Customer (CXP 7)	08/02/2024	Discovery	31/10/2025	PAUSED
Customer Journey Mapping (CXP 8)	08/02/2024	Closing	31/10/2025	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	Closed	31/12/2024	CLOSED
Private Certifier Final Inspection Certificates (CXP 9.3)	11/03/2024	Closed	31/01/2025	CLOSED
Dog Registration (CXP 9.4)	11/03/2024	Discovery	31/12/2025	UNDERWAY
Open Spaces and Comm. Facilities Applications (CXP 9.5)	11/03/2024	Discovery	31/12/2025	PLANNING
Service Standards Transparency (CXP 10)	26/06/2024	Design	30/09/2025	UNDERWAY
Content Consolidation Review (CXP 11)	08/02/2024	Delivery	31/12/2025	UNDERWAY
Implement Proactive Communication (CXP 12)	08/02/2024	Discovery	31/12/2024	PLANNING
CX Onboarding Training (CXP 13)	08/02/2024	Closed	31/10/2024	CLOSED
Customer-Centric EX Program (CXP 14)	01/12/2022	-	-	TRANSFERRED
CX KPIs for Business Units (CXP 15)	08/02/2024	Discovery	31/12/2025	PLANNING
CX Working Group (CXP 16)	01/06/2022	Closed	27/03/2023	CLOSED
CX Cross Functional Teams (CXP 17)	08/02/2024	Delivery	30/04/2025	UNDERWAY
CX Maturity Review (CXP 18)	08/02/2024	-	-	
CX Maturity Review 1	-	Closed	30/06/2023	CLOSED
CX Maturity Review 2	-	Closed	30/06/2025	CLOSED

*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 Customer Experience Program Control Group (CX PCG), composed primarily of the Executive Leadership Team (ELT), has continued to provide oversight and guidance for the Program.

The CX/ICT Projects Control Group has also continued, providing an important connection point between the CX team and ICT specialists, coordinating, and delivering technology-related components of CX projects within the CX Program of Work.

Program and Project Management

The CX team have continued to deliver on projects within the CX Program of Work in collaboration with a range of key stakeholders, which has seen positive results for our customers and internal teams. This has been bolstered by the permanent recruitment to the Senior Customer Experience Officer role within the team. A review of the Program Delivery Plan will be conducted to support discussions with the CX PCG regarding the prioritisation of the remaining initiatives within the CX Program of Work.

Change and Communications Management

Change and Communications Plans continue to be iterated on and implemented as part of project delivery.

Voice of the Customer Program (CXP 1)

As detailed previously, the project is being introduced as a small-scale pilot of a Voice of the Customer (VoC) solution which is being developed and delivered by the ICT Digital Services team in collaboration with the CX team. The first phase (Phase 1) was delivered on 30 June 2025 and captures sentiment and insights from our email and phone call channels (Outlook and Genesys) and the data is displayed via an operational dashboard.

In conjunction with this work, the CX team have drafted a VoC Governance Framework which outlines the benefits of establishing a VoC, the methodologies of a VoC (e.g. listening and analysing the data), roles, responsibilities, and training.

The project team are now collating requirements for the second phase (Phase 2) which will incorporate sentiment and insights from the Customer Engagement System (CES) and Pathway. Phase 2 is expected to be delivered by 31 December 2025.

Customer Insights Access (CXP 2)

This project sought to expand the current customer insights that are collected at council by introducing a customer feedback survey on select interactions within ePathway.

The survey launched on 7 May 2025 and has provided council with valuable customer sentiment and insights across key service interactions, including dog registrations, change of address requests, ePathway user updates and registrations, direct debit requests, and ePathway payments. Although the project has officially concluded, the CX team continues to proactively monitor and analyse the survey data to inform future customer experience initiatives aimed at enhancing service delivery and engagement across council.

Act On Insights (CXP 3)

This project is currently in the Planning phase. A revised project delivery timeframe will be provided following a review of the CX Program Delivery Plan.

Community Engagement (CXP 4)

This initiative is designed to identify strengths and opportunities for improvement in council services, while deepening our understanding of customer needs. Insights gathered will inform future projects under the CX Strategy, ensuring that service enhancements are guided by direct customer feedback.

The project was structured in two stages: initially seeking community feedback on CX initiatives, followed by confirmation that the feedback was understood and that the proposed initiatives aligned with community expectations. A marketing campaign was planned to support this engagement, centred around a Shape Your Ipswich survey promoted via council's social media and other communication channels.

Consultation was undertaken with various council teams, where the CX team reassessed the timing of the engagement to ensure clarity around its intended outcomes for the CX Program. Internal discussions, including with members of the CX PCG were also held to consider postponing the engagement activities until:

- Social media engagement strategies can be thoughtfully designed to elicit meaningful and authentic feedback from the community.
- The successful and recent delivery of a project under CXP9—Customer Journey Solution Designs—serves as a strong example of the CX program’s potential to positively impact customer ease and satisfaction.
- A range of potential use cases is available to support engagement efforts, helping to identify and prioritise community values and preferences.
- The engagement process is expected to deliver tangible outcomes, reinforcing community trust by demonstrating that feedback is valued and acted upon.

Customer Segmentation and Personas (CXP 6)

This project is currently in the Planning phase. A revised project delivery timeframe will be provided following a review of the CX Program Delivery Plan.

Single View of the Customer (CXP 7)

This project is not currently in progress. A revised project delivery timeframe will be provided following a review of the CX Program Delivery Plan.

Customer Journey Mapping (CXP 8)

This project sought to introduce standard Customer Journey Mapping tools to council and has entered the Closing phase, following the creation of user guides, templates, and a toolkit. The tools and templates created in the prior stages have been tested and refined with feedback from hands-on workshops held with several council teams to discuss select processes. Concurrently, a training module has been developed explaining the benefits of customer journey mapping for both council and our customers, which will be available as optional training opportunity for employees within the organisation.

Customer Journey Solution Designs (CXP 9)

Dog Registration (CXP 9.4)

Work on this project is scheduled to recommence in October, beginning with the Discovery stage. Internal teams responsible for service delivery, system maintenance, and improvement will be actively engaged throughout this stage. The CX team is also reviewing the project scope, organisational involvement, and necessary governance and assurance activities. This includes legal assessment to ensure compliance with all relevant legislative requirements.

Open Spaces and Community Facilities Applications (CXP 9.5)

This project is currently in the Planning phase. A revised project delivery timeframe will be provided following a review of the CX Program Delivery Plan. In parallel, consideration is being given to related technology activities to ensure alignment to support strategic coordination and avoid duplication of effort across council initiatives.

Service Standards Transparency (CXP 10)

The project has progressed to the Design stage and as previously reported, will initially focus on service standards within the Customer Engagement System (CES – Oracle RightNow), council’s primary customer relationship management platform. The first phase will concentrate on the ten most frequently requested services to ensure clarity and relevance for a community-facing dashboard. Concept designs for visually communicating this data are currently under investigation. As the project advances, additional services and standards will be incorporated into the dashboard to provide a more comprehensive view of customer service standards.

Content Consolidation Review (CXP 11)

The project has progressed to the Delivery stage with the procurement of Livepro, a Knowledge Management System that will replace the existing 'scripting' functionality within MyCouncil. In May 2025, a successful recruitment process resulted in the appointment of a Knowledge and Training Project Lead, a key role in supporting the implementation of Livepro and overseeing the migration of current scripting content. In June 2025, members of the CX and Customer Services teams undertook training to begin configuration activities, enabling the commencement of the scripting migration.

Implement Proactive Communication (CXP 12)

This project is currently in the Planning phase. A revised project delivery timeframe will be provided following a review of the CX Program Delivery Plan.

CX KPIs for Business Units (CXP 15)

This project is currently in the Planning phase. A revised project delivery timeframe will be provided following a review of the CX Program Delivery Plan.

CX Cross Functional Teams (CXP 17) – “CX Champions”

The CX Champions program received 12 expressions of interest from various business areas, with the first session held on 15 May 2025. Structured around the five key focus areas outlined in the CX Strategy—Listen, Understand, Design, Communicate, and Empower—the program aims to embed customer experience tools and values across council operations. Each session features a guest speaker who shares practical insights into the tools and methods they use to enhance service delivery and customer interactions. Participants then apply these learnings through a facilitated exercise led by a CX Coach, fostering hands-on experience and cross-functional collaboration.

CX Maturity Review (CXP 18)

CX Maturity Review 2

With the support of an external consultant – Ipsos - this project sought to review council’s maturity in Customer Experience (CX). Council employees were provided an opportunity to participate by way of a council-wide survey and three (3) focus groups (held at Riverview and Yamanto depots, and 1 Nicholas Street). In addition, interviews were held with all members of Council’s Executive Leadership Team (ELT).

The 2025 Maturity review noted that Ipswich City Council had moved from a foundational maturity level to a practised maturity level and highlighted the progress that has been made with Customer Experience at council to date. Although Ipsos have suggested we have more work to do, with a large portion of their report providing recommendations on our next steps, our established roadmap already includes key projects that support their recommendations – in particular, CXP1 – Voice of the Customer Program, CXP9 – Service Design projects, CXP10 – Service Standards Transparency and CXP 17 – CX Champions.

Customer Experience Business-as-Usual Activity

Snap Send Solve

CX continues to deliver on continuous improvements for Snap Send Solve, including:

- Review of the current functionality to report urgent requests.
- Liaising with business units to identify and address challenges.
- Minor amendments to front-facing wording to ensure greater clarity for customers.
- Representation on the working group for council’s website upgrade to review and update the ‘Report an Issue’ functionality.

Customer Insights Management

While council has continued to collect customer insights and sentiment through the closure survey within CES, the introduction of the ePathway survey—delivered as part of the CXP2: Customer Insights Access project—has significantly enhanced the volume and richness of data available. This expanded dataset is helping to identify key areas for continuous improvement. Between April and August 2025, a total of 3,079 surveys were completed, with 1,796 respondents providing written feedback.

The CX team is reviewing and analysing customer insights collected from CES and ePathway to develop a comprehensive summary of customer sentiment. This analysis aims to identify key themes and emerging trends, enabling the team to pinpoint pain points and areas of strength. These findings will inform actionable insights to guide future customer-centric service improvements across council.

With the delivery of Phase 1 for CXP 1: Voice of the Customer Program, insights and sentiment are being captured via the interactive dashboard. Between April and August 2025, a total of 49,912 interactions has been captured via phone calls (42,319) and emails (7,593).

Customer Experience Management

Building on the engagement with Council’s Recruitment and Selection team early last year, the Service Design Lead facilitated a workshop earlier this year to map the relevant processes from a customer perspective when applying for a job at council.

The CX Team is reaching out to new employees in an initiative aimed at appreciating and contributing to great customer experiences (CX) at council via a three-level email campaign and will incorporate CX training, awareness, and feedback. The emails will also:

- Introduce the CX Team and our role at council to foster great experiences for our customers and employees.
- Expand on the importance of CX and their role in improving customer interactions.
- Embed the importance of CX and their role in improving customer interactions.

This initiative was highlighted within the latest CX Maturity Review report as an important avenue to foster greater understanding and application of CX tools and values at council.

Customer Experience Learning and Development

The CX team has been working in collaboration with the Works and Field Services branch and the original vendor to produce a second instalment in the CX Explained training video series. This new video showcases the contributions of Works and Field Services employees, highlighting how their daily activities—both direct and indirect—play a vital role in delivering positive customer experiences across council services.

Customer-Centric Employee Experience Program

The CX team continues to liaise with the People and Culture branch in the delivery of Employee Experience outcomes and attending the regular Employee Experience Group meetings, representing the Program.

Conclusion

Throughout 2024–25, the CX team has continued to deliver meaningful outcomes in collaboration with teams across the organisation and has maintained this momentum into 2025–26. With a proven history of successful delivery, a strong pipeline of value-adding initiatives, and a clear vision for the ongoing CX function, the team remains committed to driving customer-centric improvements that benefit the Ipswich community.



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.

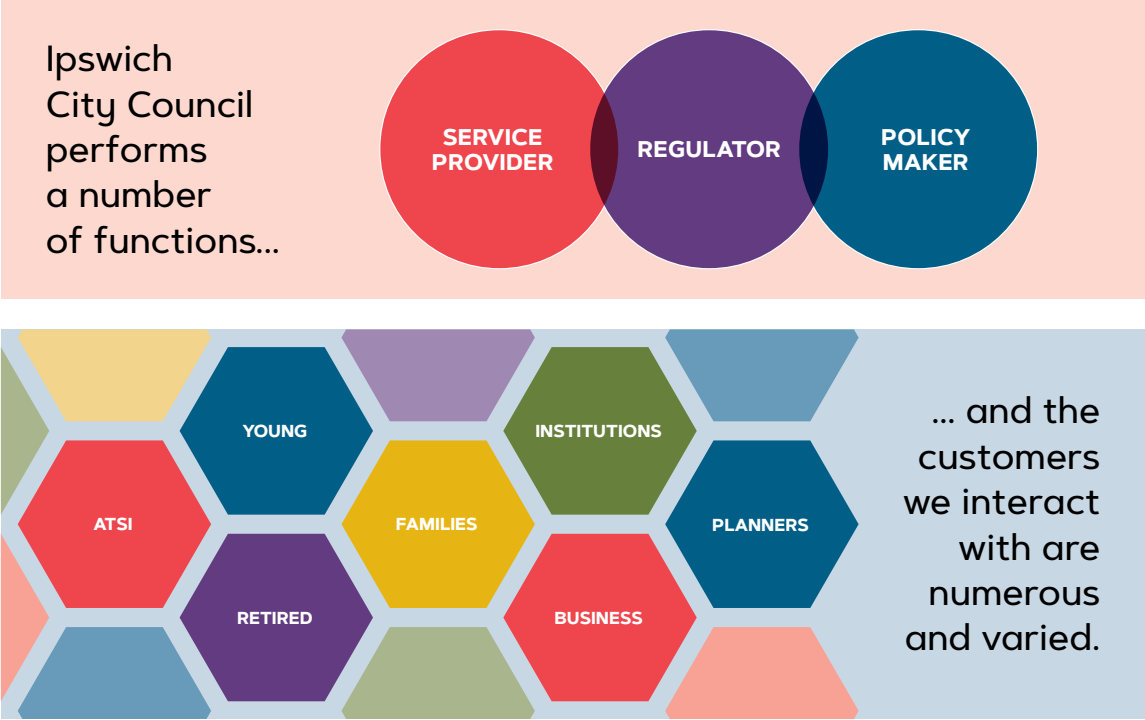
CX is about expectations and experiences, past, present and future intentions, across every touchpoint.

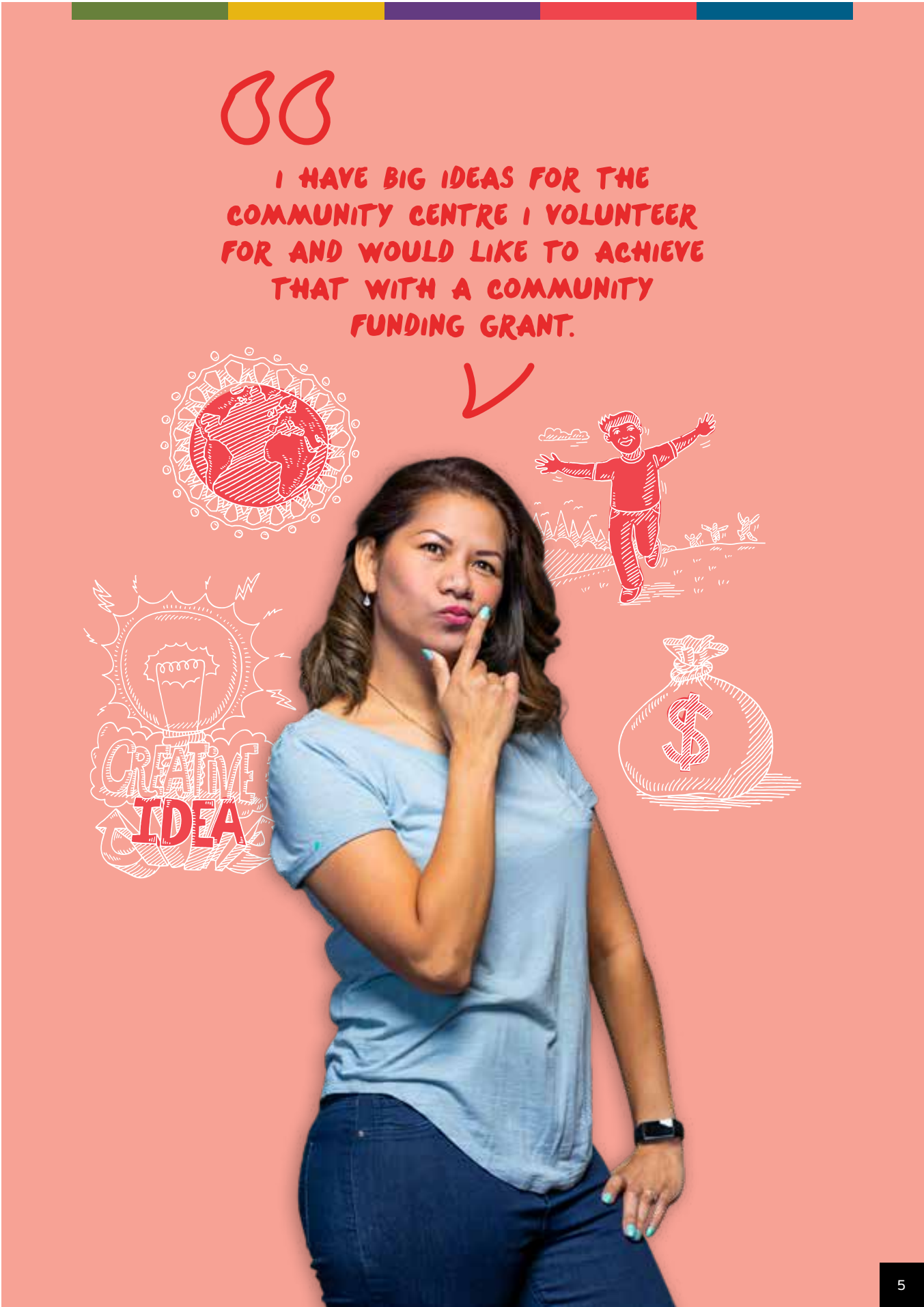


The benefits of getting CX right:

- ✓ 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





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.

OUR CX PRINCIPLES

C

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

A

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

R

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

E

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

FIVE FOCUS AREAS TO DELIVER OUR VISION AND PRINCIPLES

CUSTOMER 1ST



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 1ST



LISTEN

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



PROGRAM PRIORITIES

1. **Voice of the Customer Program** – establish a framework for collecting customer insights across various touch points, journeys and at moments that really matter to our customer. We will engage with the community to understand our customer's needs.
2. **Our people will have access to customer insights** – all Branches and Sections have access to customer insights and proactively use as both a coaching tool and to inform design improvement solutions.
3. **Learn and act based on insights** – set up a robust process to close the loop with customers at a tactical level and to use insights strategically to re-design future experiences.
4. **Community Engagement** – city wide consultation will be performed to inform the Customer Experience roadmap for years two and three.

HOW WILL WE KNOW WE ARE IMPROVING?

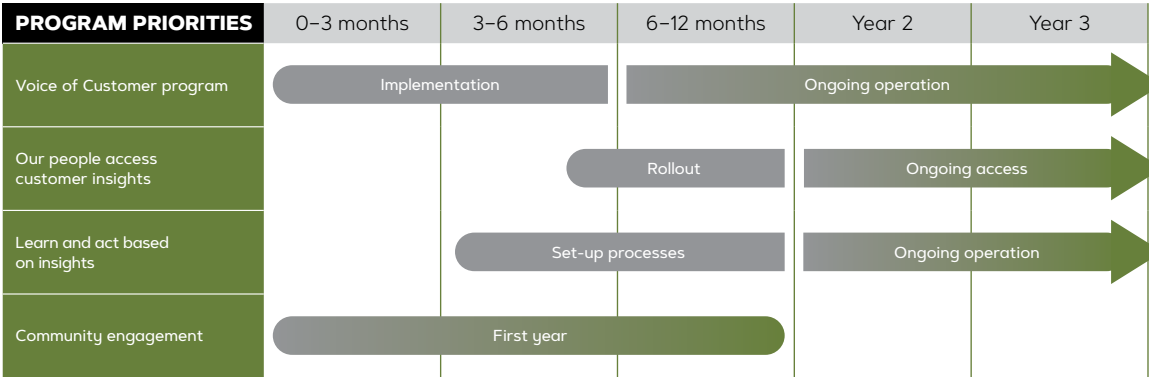
- ✓ Customers will be able to give feedback easily on key services, interactions and journeys.
- ✓ Number of contacts made to close the loop with customers increases.
- ✓ Our people will be using customer insights to inform an ongoing improvement plan.
- ✓ Insights are used to inform design of improved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

IMPACT THIS WILL HAVE

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



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 1ST



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.



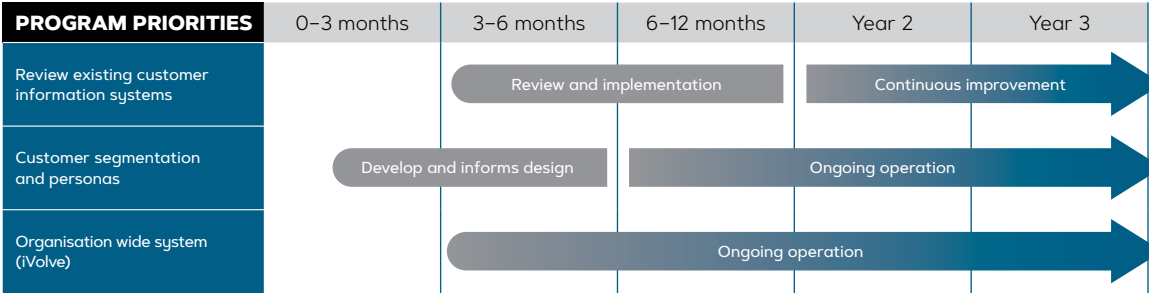
HOW WILL WE KNOW WE ARE IMPROVING?

- ✓ 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

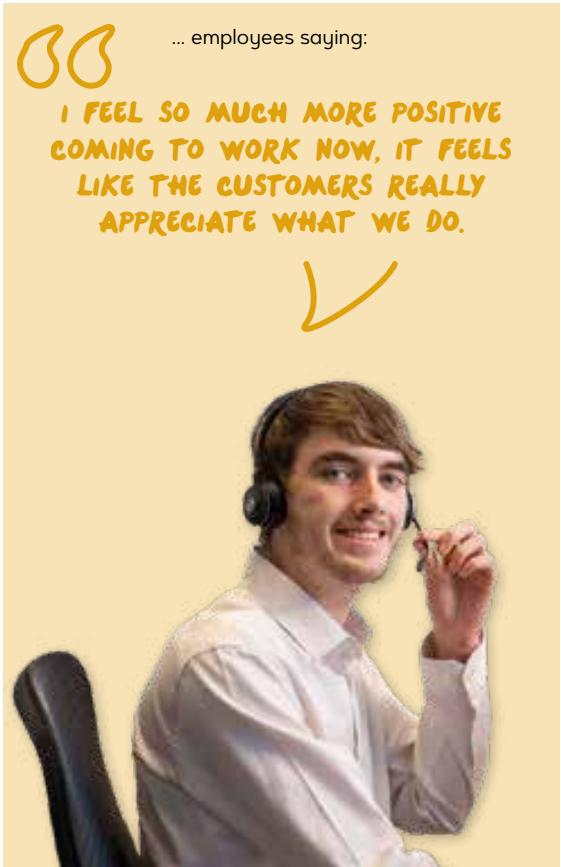


SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

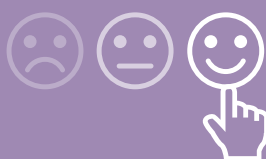
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
iVolve Project	Performance Branch
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch

THE FUTURE OF ‘UNDERSTAND’

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



CUSTOMER 1ST



DESIGN

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



PROGRAM PRIORITIES

1. **Map current and ideal customer journeys** – identify key customer journeys and map current state from a customer's perspective. This will help us gain insights into the Moments of Truth, Pain Points and the customer's needs across the end to end experience when designing the solutions.
2. **Design seamless consistent experiences across engagement channels** – customer journeys will be designed across various service layers and channels. The current engagement channels will be reviewed as part of this process and consistent and effective standards of communication will be established.



HOW WILL WE KNOW WE ARE IMPROVING?

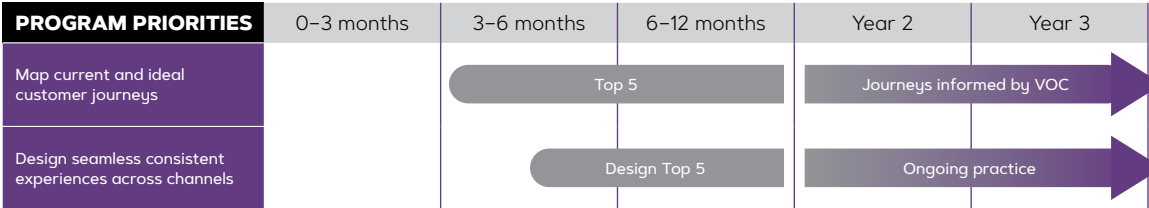
- ✓ Customers will not have to repeat themselves regardless of which channel or service they access.
- ✓ Measurable improvement in resolution times and satisfaction results due to fewer handovers and more efficient processes.
- ✓ Teams will have access to relevant customer information no matter where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

IMPACT THIS WILL HAVE

- ✓ **Customers** – will choose the way they want to contact council and receive consistent responses and resolution.
- ✓ **Our People** – teams will find it easy to serve the customer, with improved processes and consistent communication.
- ✓ **Process** – will have clear standards and align with our customers needs.
- ✓ **Technology** – a single consistent application will be used on an ongoing basis to map end to end journeys across different service layers.



ROADMAP FOR DESIGN



SECTIONS THAT WILL INFLUENCE AND EXECUTE ROADMAP

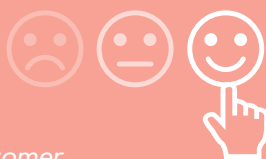
ACCOUNTABILITY	BRANCH
Content and Experience	Libraries and Customer Services Branch
Customer Service and Support	Libraries and Customer Services Branch
Relevant subject business area	All
Digital Services	Information and Communications Technology Branch
Organisational Development	People and Culture Branch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

THE FUTURE OF ‘DESIGN’

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



CUSTOMER 1ST



COMMUNICATE

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



PROGRAM PRIORITIES

- 1. Establish and share service categories, standards and principles** – we will share our Service Catalogue, including service standards where they apply, with our customers and teams to assist setting expectations for delivery.
- 2. Content review** – Immediately review content and communication across multiple channels for our key services to ensure we communicate consistent, accurate information to both customers and our people.
- 3. Implement proactive communication** – Establish proactive communication so customers are informed about the process, next steps and outcomes relevant to their request.

HOW WILL WE KNOW WE ARE IMPROVING?



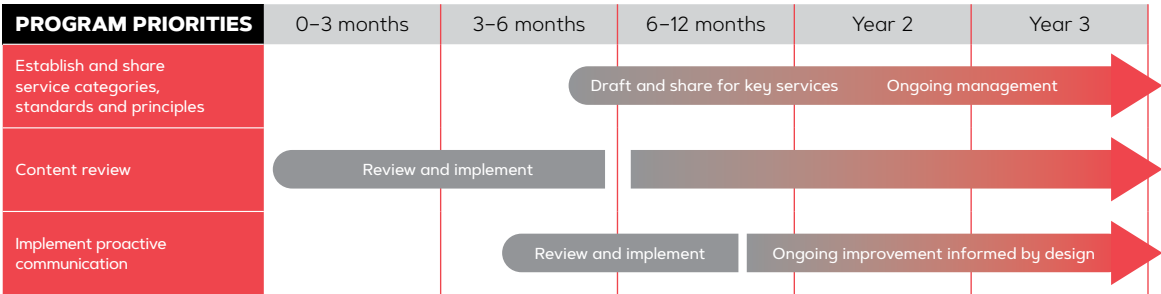
- ✓ There will be a reduced number of avoidable contacts.
- ✓ Customers will not contact us to follow up on previous request.
- ✓ Customers will know where to find information and what to expect – reduced contacts on basic enquiries.
- ✓ Reduced customer effort.

IMPACT THIS WILL HAVE

- ✓ **Customers** – will be informed of services we provide, will receive timely updates on requests, and will know where to find relevant, accurate, and consistent information when required.
- ✓ **Our People** – will have clarity around agreed service standards and understand that communicating proactively with customers is a priority.
- ✓ **Process** – there will be clear and consistent processes to review and update content, and to ensure proactive and effective communication.
- ✓ **Technology** – current systems will be optimised for most effective communication.



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...

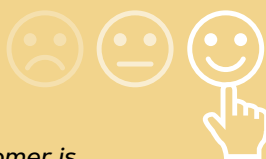
BB ... customers saying:

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 1ST



EMPOWER

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



PROGRAM PRIORITIES

1. **Employee development program** – Introduce Employee CX Development as part of 'onboarding' with a goal that every employee understands that their decisions impact our customers.
2. **Employee experience program** – Implement an employee experience program to monitor and manage employee experience in order to build a customer-centric culture. Employee experience drives customer experience.
3. **Develop governance to ensure accountability across council** – Co-design measures and standards across each business unit to create accountability and empowerment to improve customer experience.
4. **CX program support** – The CX program will be supported by the Executive Leadership Team and a cross organisation working group will be established to drive the program of work.
5. **Collaboration across business units** – Cross functional teams established to solve customer problems and to focus on continuously improving CX.
6. **CX Maturity Review** – A review of councils CX maturity will be undertaken on an annual basis to assess progress in embedding and empowering the customer focus in the organisation.



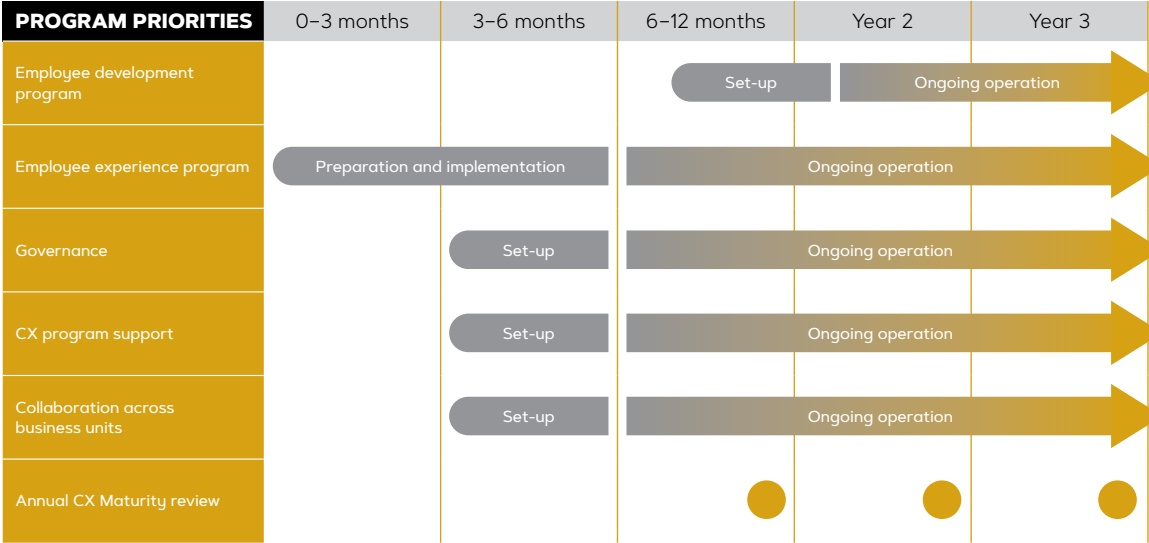
HOW WILL WE KNOW WE ARE IMPROVING?

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

IMPACT THIS WILL HAVE

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

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.

✓





**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

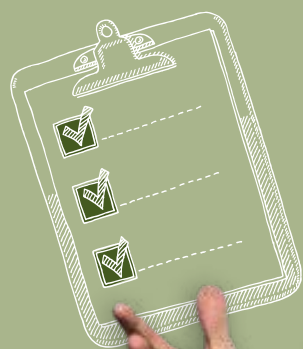
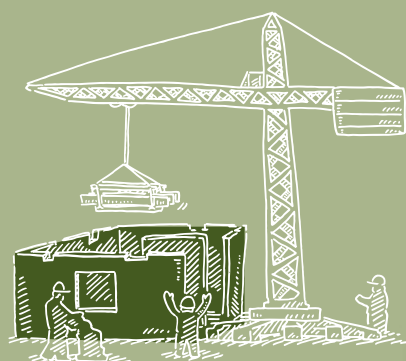
Engaged >> Sense of belonging >> Clarity >> Pride



WE WILL KNOW WE IMPROVED BY MEASURING

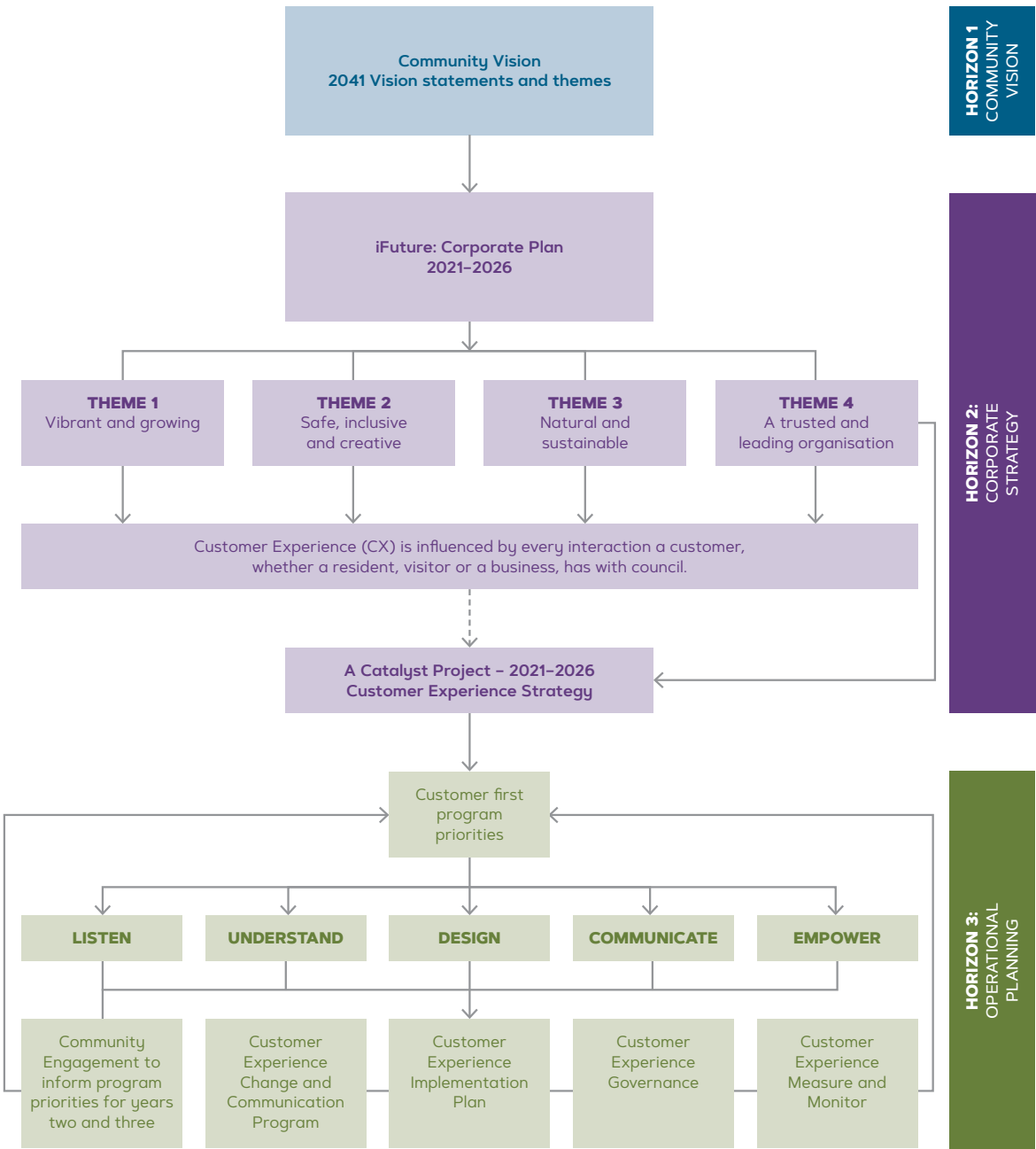
NPS Score >> Customer Satisfaction >> Customer Effort

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



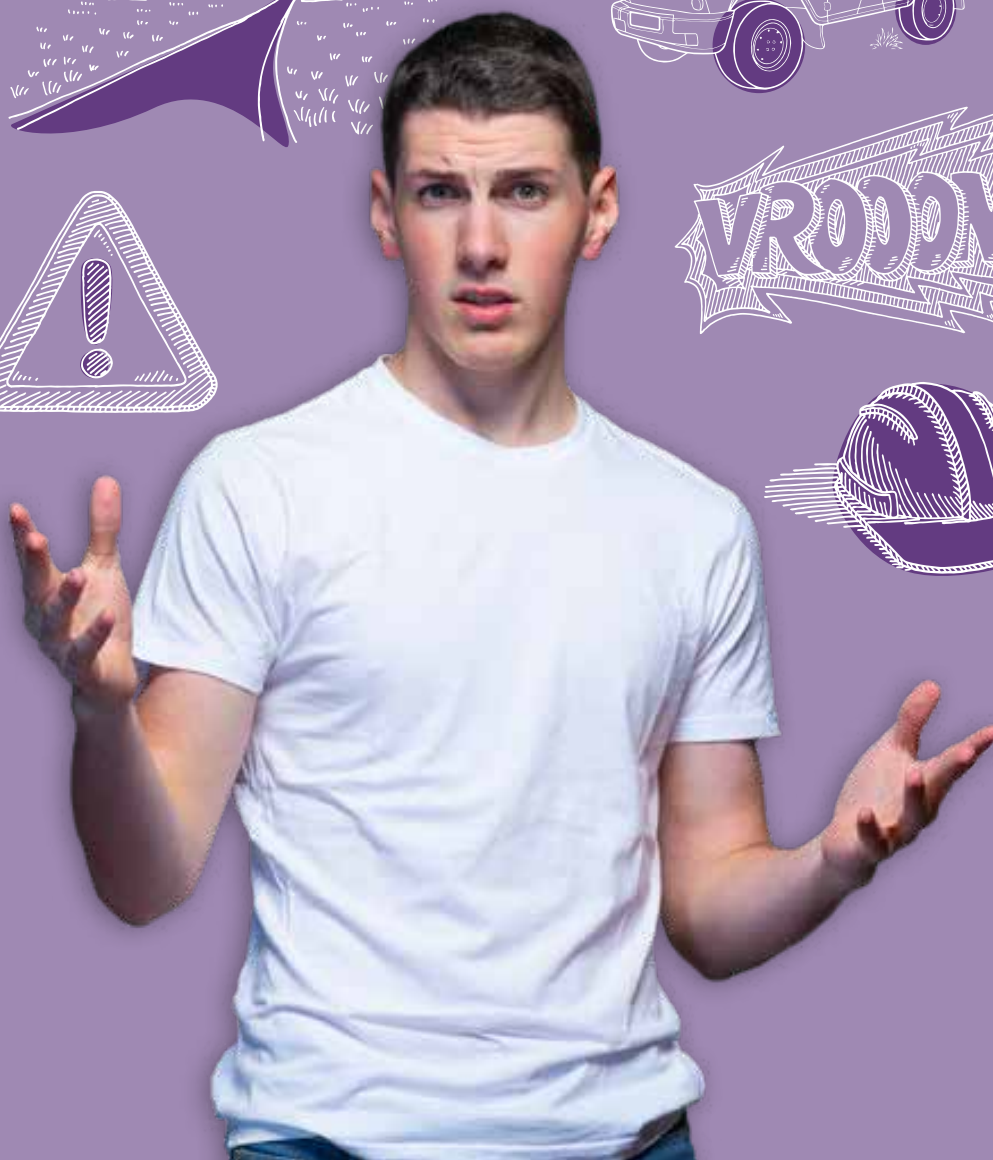
iFUTURE: CORPORATE PLAN

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?





NEXT STEPS

- A detailed implementation plan will now be drafted to support the CX Strategy.
- The Customer Experience and Customer Service Teams will support the CX vision by focussing on an Immediate Action Plan to support the uplift of council's Customer Service channel.
- City wide consultation will be designed with the Communication and Engagement Section to communicate the CX Strategy and seek feedback to inform the CX roadmap for years two and three.
- The Customer Experience team will work with the Project Management Office to ensure strong governance and structure is established to support the CX roadmap. This will enable the organisation to build a customer-centric culture that will become part of our DNA. Including:
 - leaders and teams from across the organisation understanding clear and defined ownership and responsibilities
 - accountability for every CX focus area will ultimately sit with one person
 - establishing a process to ensure every change initiative moving forward in the organisation assess the impact it will have on CX, encouraging cross functional collaboration.
- A change and communication plan be created to ensure the strategy is embedded in the organisation.
- CX metrics will commence being used for evidence and ongoing understanding on how we are tracking.
- Councillors and our people will be able to stay informed of our progress through regular reports and will be able to provide ongoing feedback.

Item 3 / Attachment 2.



Doc ID No: A12084689

ITEM: 4

SUBJECT: REPORT - MULTICULTURAL ADVISORY COMMITTEE NO. 2025(03) OF
25 SEPTEMBER 2025

AUTHOR: ACTING MEETING COORDINATION MANAGER

DATE: 3 OCTOBER 2025

INTRODUCTION

This is the report of the Multicultural Advisory Committee No. 2025(03) of 25 September 2025.

RECOMMENDATION

That Council adopt the recommendations of the Multicultural Advisory Committee No. 2025(03) of 25 September 2025.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Multicultural Advisory Committee Report No. 2025(03) of 25 September 2025 ↓
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25 SEPTEMBER 2025

MULTICULTURAL ADVISORY COMMITTEE NO. 2025(03)]

MULTICULTURAL ADVISORY COMMITTEE NO. 2025(03)

25 SEPTEMBER 2025

REPORT

COUNCILLORS' ATTENDANCE:

Chairperson Pye Augustine (Chairperson); Councillors Jacob Madsen (Deputy Chairperson), Marnie Doyle, Andrew Antonioli, David Martin, and Jim Madden (Observer)

COUNCILLOR'S APOLOGIES:

Nil

OFFICERS' ATTENDANCE:

Chief Executive Officer (Sonia Cooper), General Manager Community, Cultural and Economic Development (Ben Pole), Acting Executive Services Manager (Linda Clayton) and Community and Sport Manager (Melissa Dower)

ACKNOWLEDGEMENT OF COUNTRY

Councillor Pye Augustine (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 MULTICULTURAL ADVISORY COMMITTEE NO. 2025(02) OF 28 AUGUST 2025

RECOMMENDATION

That the minutes of the Multicultural Advisory Committee held on 28 August 2025 be confirmed.

25 SEPTEMBER 2025

MULTICULTURAL ADVISORY COMMITTEE NO. 2025(03)]

OFFICERS' REPORTS

2. FUNDING PROVIDED TO MULTICULTURAL ORGANISATIONS

The Community and Sport Manager provided a verbal update on funding provided to Multicultural Organisations including a brief overview of how the funding is managed.

Councillor Marnie Doyle left the meeting at 1. 21pm.

3. VERBAL REPORT - SSI MEETING

Councillor Pye Augustine (Chairperson) provided a verbal update on the meeting held with herself, Councillor Jacob Madsen (Deputy Chairperson) and Settlement Services International (SSI) who are service providers of the multicultural community.

Councillor Marnie Doyle returned to the meeting at 1.26pm.

SSI provided an overview of how they can duplicate services they provide in other regions into the Ipswich region, as well as an insight into their multicultural leaders network. SSI expressed that they would like to attend a future meeting to provide more information on what services they provide and what opportunities are in the Ipswich region.

ACTION

That Settlement Services International (SSI) provide a presentation to the Multicultural Advisory Committee with information on what services they provide and what opportunities are in the Ipswich region.

4. VERBAL REPORT – MULTICULTURAL AUSTRALIA MEETING

Councillor Pye Augustine (Chairperson) provided a verbal update on the meeting held with herself, Councillor Jacob Madsen (Deputy Chairperson) and Multicultural Australia. The meeting discussed the frequency of future meetings, an approach to encourage more leaders to attend meetings, and community engagement.

5. NEXT MEETING

The next meeting is to be advised.

25 SEPTEMBER 2025

MULTICULTURAL ADVISORY COMMITTEE NO. 2025(03)]

6. GENERAL DISCUSSION (within the purpose and scope of the committee)

Councillor Augustine as Chair provided an update that she would be submitting a notice of motion to continue the Multicultural Advisory Committee to the next Economic and Cultural Development Committee meeting.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 1.03 pm.

The meeting closed at 1.47 pm.
